

Mapping Momentum for Boston's Youth: Programs & Opportunities for Black and Latino Young Men

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Summer 2016

Financial Support for this Report Provided by:



Developed in Partnership with:





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OFFICE OF THE MAYOR
MARTIN J. WALSH

June 2016

Dear Bostonians,

When I came into office in 2014, I was dedicated to making Boston a city where everyone has a fair chance to reach their full potential. Boston had made some progress, but people of color, especially, still face steep gaps in opportunity and in outcome. I knew we had to close those gaps if we were to thrive as a city in which two-thirds of our young men are Black or Latino. I wanted to take Boston's work on equity to a new level, and I wanted to rally the entire community behind this work.

In a case of perfect timing, in February of 2014 President Barack Obama launched the My Brother's Keeper (MBK) initiative to address these same issues on a national level. Moreover, the President challenged cities to take the lead. In Boston, we stepped forward and took action.

Following a series of community engagements, in May of 2015 we released the MBK Boston Recommendations for Action, a plan for fostering a citywide culture of service and support for Black and Latino men. The plan's 18 recommendations are aimed at securing three milestones in the lives of our young people: 1) *Graduating from high school ready for college and career*; 2) *Successfully entering the workforce*; and 3) *Reducing youth violence and providing a second chance*. We are implementing the plan through continued community engagement efforts.

The enclosed report, ***Mapping Momentum for Boston's Youth: Programs and Opportunities for Black and Latino Young Men*** presents a roadmap for charting and advancing our community-wide progress tackling the barriers facing young men of color in our city. It maps the landscape of programs and organizations serving Black and Latino youth, assessing both strengths and opportunities for improvement that we hope to achieve with the community. And it establishes new strategic priorities that focus our work more decisively on the people and places where the needs are greatest.

Building on the foundation set by President Obama, and driven forward by the commitment in Boston's community, this report will continue to shape My Brother's Keeper in Boston and move us toward a more just and equitable future for all our residents.

Sincerely,

Martin J. Walsh
Mayor of Boston

Acknowledgements

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Credits

The authors would also like to acknowledge the following individuals who contributed valuable time, feedback, and experience to make this report possible:

- **Chloe Lesieur, Duc Le, Sophie Kronen, and Barbara McCarthy**, Root Cause
- Black and Latino Collaborative¹ Members:
 - **Dr. Carroll Blake**, *Opportunity and Achievement Gaps Task Force*, Boston Public Schools
 - **Heidi Brooks**, *Chief Operating Officer*, Schott Foundation
 - **Angela Brown**, *Director of Programs*, The Hyams Foundation
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 - **Dr. Makeeba McCreary**, *Chief of Staff*, Office of the Superintendent, Boston Public Schools
 - **Thaddeus Miles**, *Director of Public Safety*, MassHousing
 - **Marcos Popovich**, *Program Officer*, Nellie Mae Education Foundation
 - **Katrina Shaw**, *CEO*, Freedom House
- **Felix G. Arroyo**, *Chief of Health and Human Services*, City of Boston; *Co-Chair*, MBK Boston Advisory Committee
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¹ The Black and Latino Collaborative continues to pursue its mission as represented by the various organizations, institutions, and individuals of which it is comprised and will reconvene as necessary into the future.

About the Report Authors and Partners

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ROOT CAUSE

Root Cause is a pragmatic partner to non-profits, foundations, and governments. For over a decade, Root Cause has pioneered an efficient approach to services in strategic business planning, financial sustainability, performance measurement, and assessments and evaluation. Our team of consultants work with clients across the social sector, with particular expertise in education, employment and health. Together with leaders, we solve complex challenges, build capable organizations, assess impact, and implement what's needed to turn strategies into action. www.rootcause.org

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Partners

CAMPAIGN FOR BLACK MALE ACHIEVEMENT (CBMA)

The Campaign for Black Male Achievement (CBMA) is a national membership network that seeks to ensure the growth, sustainability, and impact of leaders and organizations committed to improving the life outcomes of Black men and boys. CBMA is a growing network that currently includes more than 4,700 leaders representing nearly 2,600 organizations and programs across the country. For six years, Root Cause has been a strategic partner of the Campaign for Black Male Achievement. www.blackmaleachievement.org

MY BROTHER'S KEEPER (MBK) BOSTON

My Brother's Keeper (MBK) is a White House Initiative launched by President Obama in 2014 to address persistent opportunity gaps faced by boys and young men of color and ensure that all young people can reach their full potential. Cities and towns across the U.S. can sign up for the MBK Community Challenge which encourages communities to convene leaders, identify effective strategies, and work together toward achieving six key milestones related to education, employment and violence prevention. In September 2014, The City of Boston accepted the MBK Community Challenge and formed the MBK Boston Advisory Committee, overseen by Mayor Walsh. In 2015 the committee released My Brother's Keeper: Recommendations for Action which provides an overview of existing policies, programs, and practices in the City of Boston as well as ongoing efforts to engage youth and the MBK Boston community. <http://www.cityofboston.gov/mayor/mybrotherskeeper/>

BLACK AND LATINO COLLABORATIVE

The Black + Latino Collaborative represents philanthropic, public, private and faith-based organizations that have listened, documented, gathered data and come to consensus that Boston has the opportunity and obligation to be a City that supports its Black and Latino youth toward success and full enfranchisement. Currently, the collaborative continues its work through each member's involvement in individual organizations.

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Overview

Boston's ability to be a truly great city depends on *all of our youth* having the opportunity to succeed and achieve their full potential. This is not only a moral imperative for a just society, but is also a strategic imperative for Boston's economy.

In the effort to ensure success for all youth, it is essential to note that Black and Latino boys and young men are a constituency of growing significance in Boston, representing more than half (52 percent) of all of Boston's males age 24 and under—a little more than 55,000 people—and more than two-thirds (67 percent) of all males age 17 and under.¹

Today, these young men in Boston and across the country face unique structural challenges and unequal opportunity throughout their lives. Based on census estimates, the number of Black and Latino young men is projected to grow significantly, so the need to address educational and economic inequities and ensure opportunity for all will become even more urgent.

It is thus not surprising that momentum to improve the life outcomes of Black and Latino boys and young men is steadily growing across the country. Issues around education, employment, criminal justice reform, immigration, and other areas that significantly and disproportionately impact this demographic are consistently in the news and discussed around kitchen tables. While there remain multiple perspectives around this focus, what is clear is that the constituency of Black and Latino male residents in the United States is increasingly recognized and supported toward success, and is critical to the success of our country as a whole.

Leading this national momentum is the [White House's My Brother's Keeper \(MBK\)](#), a national initiative to expand opportunities for boys and men of color. Soon after the launch of MBK, the [MBK Alliance](#) was launched to continue this work on the ground in cities across the country and work collectively and collaboratively to address many challenges facing boys and young men of color.

Within this national landscape, Boston is a particularly strong hub of activity. Boston's level of momentum around this work is captured by the city's high performance in the [Promise of Place: Cities Advancing Black Male Achievement report and 2015 Black Male Achievement \(BMA\) City Index](#) released by the Campaign for Black Male Achievement (CBMA). The report and index use a telescopic lens and publicly available data to score cities based on their level of engagement and committed action to improve life outcomes for Black men and boys. ***Boston received the sixth highest score of the 50 cities scored in the index, scoring 77 out of 100 possible points.***

MBK Boston has been helping to drive local momentum since its launch in 2014 when the office of Mayor Walsh accepted the MBK Community Challenge. In May 2015, MBK Boston released its landmark report, [Opportunity, Access, Equity—Recommendations for Action](#), which was submitted to the White House. The report outlines 18 recommendations across three [MBK milestones](#): 1) Graduating from high school ready for college and career; 2) Successfully entering the workforce; and 3) Reducing youth violence and providing a second chance. These milestones reflect what a significant body of research cites as critical to long-term mobility.

The work of MBK Boston represents city-led commitment, which is an essential anchor to help centrally coordinate and drive momentum. At the same time, it is also essential to recognize that MBK Boston is one entity within a landscape that includes *hundreds* of dedicated organizations and thousands of leaders whose work impacts the life outcomes of Black and Latino boys and young men every day.

In April 2014, Dr. James Jennings released *Social, Demographic, and Economic Profile of Young Black and Latino Males: Boston, Massachusetts 2010–2018*. The *Boston Globe*, at the time of the report's release, cited in an article²

that “Blacks and Latinos make up almost two-thirds of Boston’s young men 19 and under, a population that is often impoverished and faces numerous disparities, according to a new report that says the city’s success hinges on expanding opportunities for people of color.”

Mapping Momentum for Boston’s Youth: Programs and Opportunities for Black and Latino Young Men builds upon the knowledge gained through Dr. Jennings’s 2014 report and takes a deeper look at the work happening on the ground in Boston to improve the life outcomes of Black and Latino boys and young men.

This report a) maps 142 organizations out of a landscape of more than 300 local organizations identified in an initial landscape scan as working in Boston communities to improve life outcomes of Black and Latino young men; b) gauges the internal capacity of these organizations to do their work effectively; and c) sets forth concrete strategic priorities and action steps for the public, private, philanthropic, and nonprofit sectors to embrace and help advance.

The 142 organizations mapped for this report collectively served an estimated 40,000 Black and Latino boys and young men in the past year via direct service and advocacy, and are on track to serve more than 44,000 in 2016.

The Key Takeaway

The Mapping Momentum report revealed that there are hundreds of organizations and programs collectively serving tens of thousands of Black and Latino boys across Boston, including nearly 100 organizations that work just in the eight neighborhoods where nearly three-quarters of this demographic lives. Yet despite this significant level of activity, the life outcomes of this demographic and the disparity relative to their White and Asian peers remain relatively stagnant.

This lack of results reflects an urgent need and opportunity to strategically coordinate these programs, working side by side with government and philanthropy to build off the tremendous assets Boston has in place. MBK Boston’s explicit focus on Black and Latino young men is well positioned to provide a central anchor point around its three target milestones—1) Graduating from high school ready for college and career; 2) Successfully entering the workforce; and 3) Reducing youth violence and providing a second chance-can serve to set a baseline and targets for results.

The report also details a set of strategic priorities and action steps for the public, private, philanthropic and nonprofit sectors to embrace and help advance efforts to improve life outcomes for Black and Latino boys and young men.

Strategic Priority 1. Ensure a deliberate, shared focus on Black and Latino boys and young men.

Strategic Priority 2. Invest in and strengthen the capacity of existing organizations to deliver results.

Strategic Priority 3. Optimize the program mix and strategic coordination around common target life outcomes in the neighborhoods home to most of Boston’s Black and Latino boys and young men.

The report is both a tool and also a point of departure to strengthen, connect, and accelerate the work on the ground to improve education, employment, and other key outcomes for Black and Latino boys and young men, a critical asset to Boston’s future. Given its tremendous assets as a city on the national and global stage, Boston has an opportunity to ensure and fully leverage the potential of this constituency to not only strengthen the city, but also position it as a model for other major urban centers.

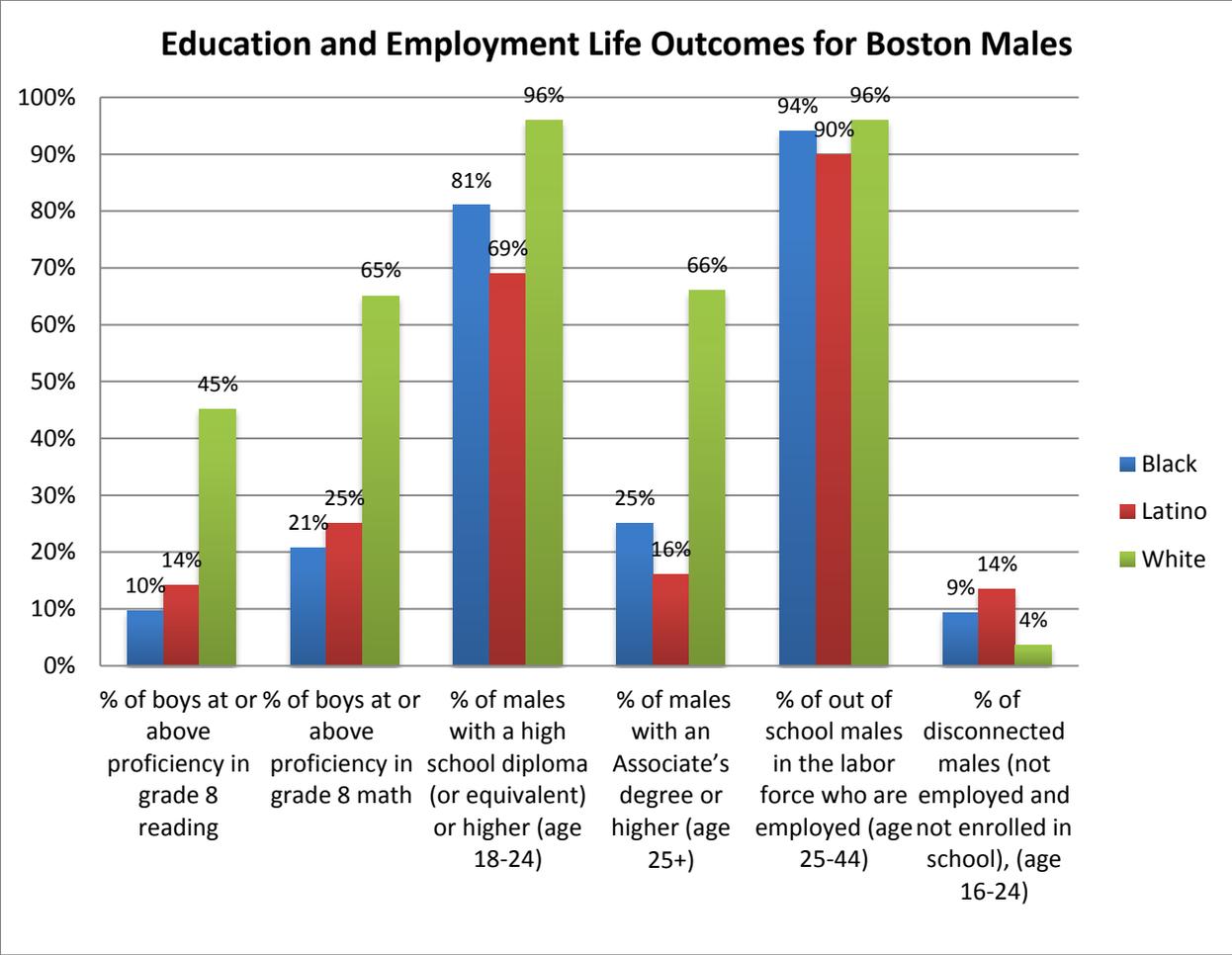
Boston's Black and Latino Boys and Young Men

By nearly any measure, Black and Latino boys and young men are a population of large and growing significance in Boston.³ Currently, an estimated 54,974 Black and Latino males ages 24 and under reside in Boston, representing **51.3%** of all males in this age group; this number is projected to grow significantly according to census estimates.⁴

What makes Black and Latino boys and young men significant is not just their number and status as proud Bostonians, but their importance to Boston's current and future social, economic, and cultural growth. *Boston's ability to be a truly great city depends on the ability of **all** of its citizens to succeed, and this ability will thus increasingly depend on Black and Latino boys and young men having access to opportunities and supports to succeed.*

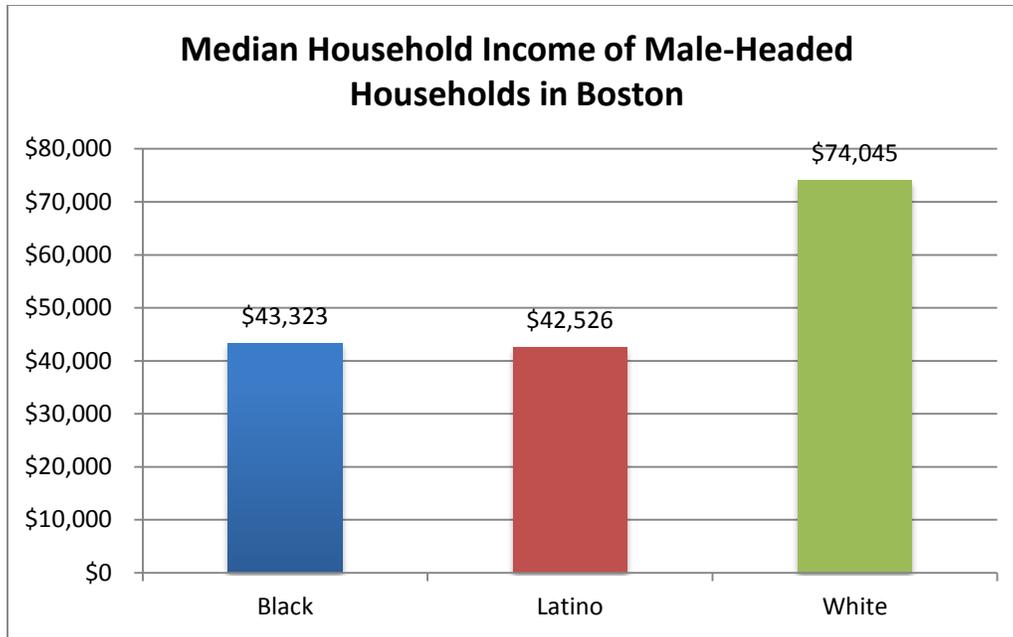
As Black and Latino males represent more than half of males ages 0 to 24 years old in Boston, they are also an essential constituency to connect to the city's workforce across a range of the city's multiple nationally leading industries. While Boston employers benefit from the country's largest education sector drawing in and supplying a wealth of young talent from all across the country, they still cite a major gap in recruiting sufficient talent to fuel current growth. For example, in a Massachusetts Business Alliance for Education (MBAE) survey, 69% of business leaders surveyed said they found it somewhat or very difficult to find people with the right skills for the positions they need to fill.⁵ And as major corporations across the country increasingly prioritize strengthening the diversity of their workforces in order to achieve sustained competitive advantage, leveraging Black and Latino boys and young men becomes even more important. A growing body of research shows that companies with more diverse workforces demonstrate superior performance over time. For example, research conducted by McKinsey & Company in early 2015 examines the performance of 366 public companies across a range of industries, and finds that ethnically diverse companies are 35% more likely to financially outperform non-diverse companies.⁶

Today, however, Black and Latino boys and young men in Boston and across the country face unique structural challenges and unequal access to opportunity that in turn lead to their ***experiencing far lower levels of success in every major life area*** relative to their White and Asian peers. This gap is particularly troublesome to observe in the areas of education and employment (shown in the chart below and further detailed in Appendix B), which a significant body of research cites as critical to long term mobility. For example, analysis of U.S. Census data shows that individuals with higher levels of education earn more and are more likely than others to be employed. The U.S. Census also shows that median earnings for Black males and Latino males become increasingly higher in every category of educational attainment compared to other Black males and Latino males, respectively.⁷



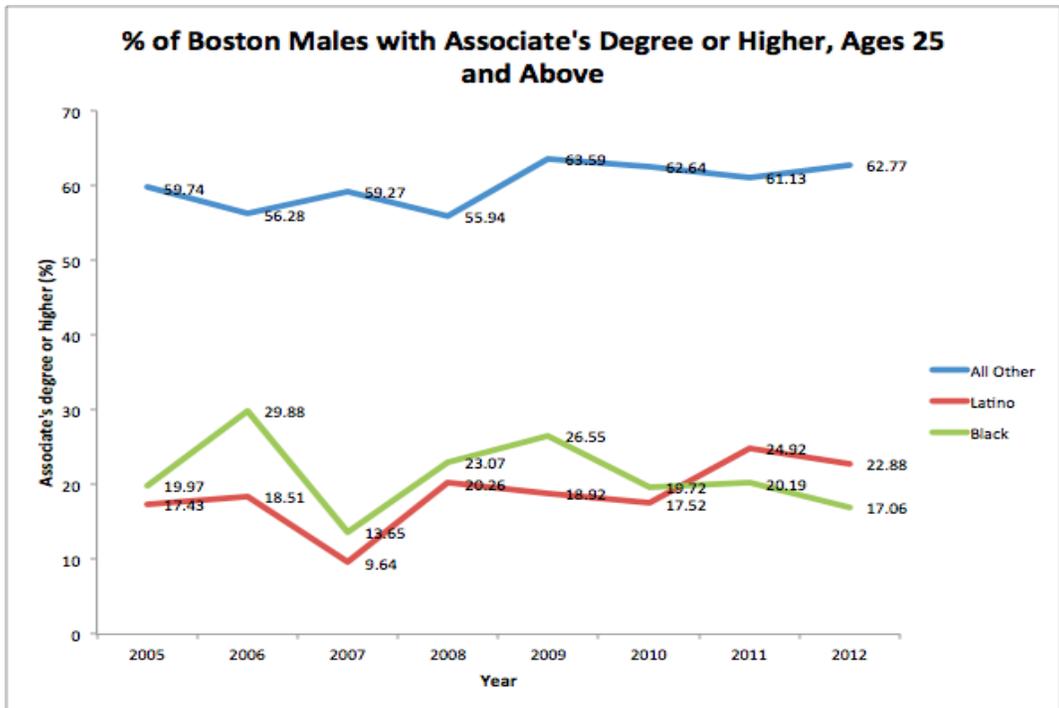
Source: U.S. Department of Education, Institute of Education Sciences, National Center for Education Statistics, National Assessment of Educational Progress (NAEP), 2013 Reading Assessments; U.S. Department of Education, Institute of Education Sciences, National Center for Education Statistics, National Assessment of Education Progress (NAEP), 2013 Mathematics Assessments; American community Survey 1-Year Estimates 2013.

The gaps in the above education and employment outcomes can be seen as partly driving a large disparity in male-headed household income, shown in the chart below.

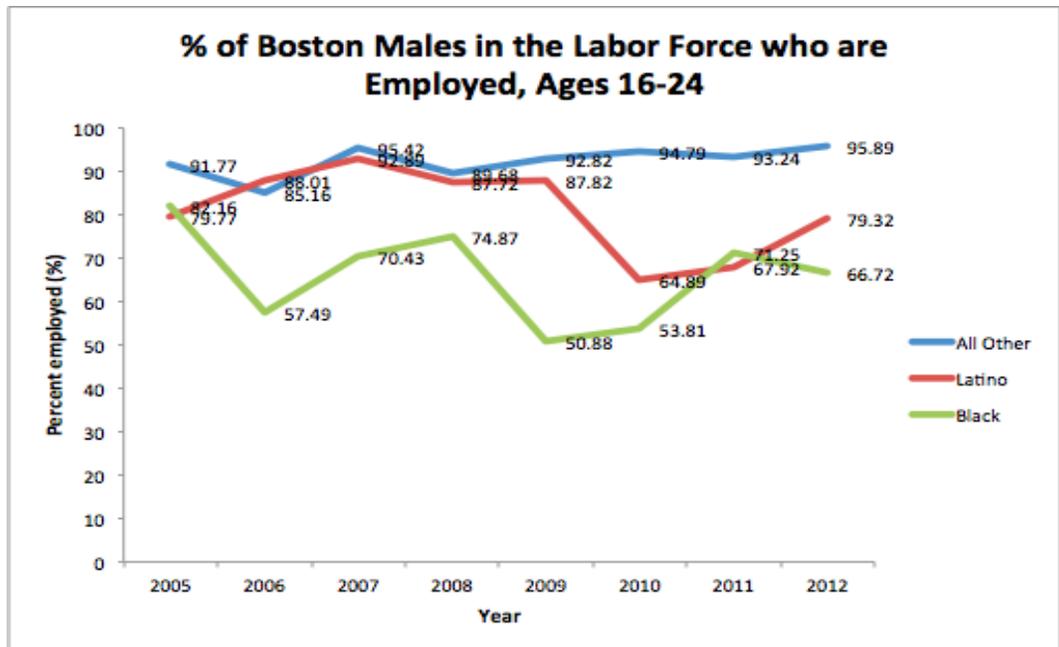


Source: U.S. Census, American Community Survey 5-Year Estimates (2007-2011).

Adding concern to the above disparities is that *these life outcomes have remained stagnant or even worsened over time, as illustrated in the charts on the next page*. This is despite the public sector and philanthropy investing an estimated more than \$14 billion over the past decade in areas that directly or indirectly impact the lives of Black and Latino boys and young men in Boston, including economic development, education, health, human services, and housing.⁸ Many of these resources have been invested in a range of programs, services, and opportunities, in exciting and innovative solutions to long-standing problems, and in committed public and nonprofit sector leaders that have committed their lives to improving their communities. Yet over this same time period, the charts below show that the disparities illustrated above have either remained stagnant or even worsened.



Source: U.S. Census, American Community Survey 1-Year Estimates (2005); American Community Survey 1-Year Estimates (2006); American Community Survey 1-Year Estimates (2007); American Community Survey 1-Year Estimates (2008); American Community Survey 1-Year Estimates (2009); American Community Survey 1-Year Estimates (2010); American Community Survey 1-Year Estimates (2011); American Community Survey 1-Year Estimates (2012).



Source: U.S. Census, American Community Survey 1-Year Estimates (2005); American Community Survey 1-Year Estimates (2006); American Community Survey 1-Year Estimates (2007); American Community Survey 1-Year Estimates (2008); American Community Survey 1-Year Estimates (2009); American Community Survey 1-Year Estimates (2010); American Community Survey 1-Year Estimates (2011); American Community Survey 1-Year Estimates (2012).

While the above statistics are commonly known and cited often, it is critical to also recognize the data describing the unique structural challenges and limitations on opportunity that contribute to the above disparities in life outcomes.

The following statistics remain relatively under the radar and are not cited often, but must be recognized to fully understand the life circumstances of Black and Latino boys and young men.

- ***For the same offense***, Black students are three and a half times more likely to be suspended or expelled than their White peers. Black students as young as five are routinely suspended and expelled from schools for minor infractions like talking back to teachers or writing on their desks.⁹
- ***Even with identical credentials***, White job applicants are 50 percent more likely to receive a callback from prospective employers than Black applicants and 19 percent more likely than Latino applicants with “ethnic-sounding” names.¹⁰
- The so-called War on Drugs has disproportionately affected people of color. ***Despite using and selling drugs at rates similar to those of their white counterparts***, African Americans and Latinos comprise 62 percent of those in state prisons for drug offenses and 72 percent of those sentenced for federal drug trafficking offenses, which generally carry extreme mandatory minimum sentences. Black youths are 48 times more likely to be incarcerated for drug offenses than their White peers ***for identical drug crimes***.¹¹

The positive news is that a growing level of momentum in Boston is focusing on improving life outcomes for Black and Latino boys and young men, aligning with the growing momentum across the nation. As described in the Overview section of this report, MBK Boston recognizes there are hundreds of organizations committed to supporting the success of this demographic on a daily basis.

As mentioned in the Overview, in April 2014, Dr. James Jennings released “Social, Demographic, and Economic Profile of Young Black and Latino Males Boston, Massachusetts,” which provided much significant data as reference.

"Mapping Momentum for Boston’s Youth: Programs & Opportunities for Black and Latino Young Men" builds upon the momentum and knowledge gained to look more deeply at the work happening on the ground in Boston to improve the life outcomes of Black and Latino boys and young men.

The Need to Recognize and Support Black and Latino Boys and Young Men as Distinct Groups

It should be noted that applying a race and gender explicit lens to focus on Black and Latino boys and young men inherently includes considering each of these as individual groups with unique needs among themselves. While at times labeled as one demographic, and while they do share many commonalities, Black and Latino residents in Boston are unique constituencies with differing needs and life outcomes.

The charts on pages 5, 6 and 7 illustrate how life outcomes can vary between Black and Latino male youth. The priority of specific challenges differs as well. For example, English language learning is primarily a scenario faced by Latinos, while the recent highly publicized national issue of police racial profiling is experienced more by Black youth. This dynamic highlights the importance of a targeted analysis and approach for improving the life outcomes of Black and Latino boys and young men as distinct individual groups, in order to most effectively improve the outcomes for both.

When working to support this population, it is thus essential to ask a few key questions:

- ▶ Is data being collected and disaggregated on the race and gender of the individuals served?
- ▶ Is there explicit consideration of the unique barriers facing Black and/or Latino male youth, and appropriate targeting of an approach, in the planning and implementation of programmatic activities?

► Are outcomes assessed specifically for Black and Latino male youth?

Additionally, while this report focuses on males, it does not intend to minimize or ignore gender; adequate responses that require that the attention to Black and Latino boys and young men not be planned and implemented in ways that injure the social and economic, and educational well-being of girls and young women.

The Current Support Landscape: Boston Organizations and Programs Serving Black and Latino Boys and Young Men

The landscape of Boston organizations directly or indirectly supporting Black and Latino boys and young men and their life outcomes is as diverse as the constituency itself, with many hundreds of organizations engaged in a wide range of activities across the public, private, and nonprofit sectors. These include nonprofit organizations, city agencies, schools, academic institutions, faith-based institutions, community-based groups, businesses, and foundations. This report’s lens is primarily focused on *nonprofit organizations* and a few *city government agencies*.

A four-step process was used to identify, survey, map, and assess organizations across the support landscape, in order to determine a) how they are working to improve the life outcomes of Boston’s Black and Latino boys and young men, and b) strengths and areas for improvement:

1. Identify Organizations: Identified and mapped 364 organizations in Boston that are serving Black and Latino boys and young men via direct service and/or advocacy.¹² A full list of mapped organizations is included in Appendix C.
2. Develop Profile of Organizations: Conducted an Organizational and Program Survey to understand key attributes of the organizations’ work, receiving responses from 142 organizations. The survey questions and a full list of survey respondents is included in Appendix D.
3. Conduct Focus Groups with Organizational Leaders: Conducted focus groups with a representative set of the 142 organizations in order to incorporate some key voices working directly with Black and Latino boys and young men. Relevant insights from the focus groups are integrated throughout this report, and a full description of focus group cross-cutting themes and focus group participants is included in Appendix F.
4. Conduct Organizational and Leadership Capacity Assessment: Organizations completed an online self-assessment that gauges their strength and areas for improvement in the following capacity areas: Leadership/Team/Governance, Strategy/Practices/Planning, Financial Sustainability, Black & Latino Male Lens, and Performance Measurement. A description of the assessment modules and list of participants is included in Appendix E.

General Overview

Together, ***the 142 organizations mapped for this report served an estimated 40,000 Black and Latino boys and young men in the past year, and project to serve more than 44,000 in the next year.*** This number of youth does not account for likely overlap in who these organizations are serving, thus reducing the total number of *unique* individuals served. However, it does represent the *total capacity* to serve a number that is approaching the total population of more than 55,000 individuals in this constituency.

The following table provides a high level snapshot of what these organizations look like.

Attribute	Description
Sector	<ul style="list-style-type: none"> ● 77.7%: Nonprofit organizations ● 10.1%: Boston city government agencies or departments ● 3.4%: Faith-based institutions

	<ul style="list-style-type: none"> ● 3.4%: Massachusetts state government agencies or departments, academia, business, philanthropy, local community groups ● 3.4%: Other ● 2.0%: Schools
Program Activities*	<ul style="list-style-type: none"> ● Direct Service: 91.9% ● Advocacy: 53.4% ● Combination of <i>Both</i> Direct Service + Advocacy: 48.0%
Size	<ul style="list-style-type: none"> ● Annual Budget: Range \$0 to \$150M; Median \$1,000,000 ● Full-Time Employees: Range 0 to 1,752; Median 9
Number of Black and Latino Boys and Young Men Served per Year	<ul style="list-style-type: none"> ● Range 12 to 10,000+ individuals ● Median 150 individuals; Average 561 individuals

* *Direct Service*: Direct service activities provide service-based supports to populations with basic or above average needs that are not sufficiently addressed by systems or their family/community in order to directly improve life outcomes, and include mentoring, job training, after-school programs, sports programs, counseling, etc.

* *Advocacy*: Advocacy activities aim to drive the adoption of supportive policies and practices by major public systems at the local, state, and national levels, by leveraging the voice and influence of community residents and champions, including Black and Latino boys and young men.

Based on the mapping process results and analysis, this report examines the following four aspects of the support landscape more deeply:

- A. Focus on Black and Latino boys and young men
- B. The concentrations of Black and Latino boys and young men in Boston neighborhoods
- C. The social issues that impact life outcomes
- D. The presence and reach of direct services and advocacy

Our analysis and conclusions for each of these areas is described below.

A. Focus on Black and Latino boys and young men

Nearly 90 percent of the mapped organizations state that their work impacts the lives of Black and Latino boys and young men either directly or indirectly. In this context, 51.4% of survey respondents state that their organization “*focuses on young Black and Latino males in its programming,*” and 55.4% of organizations state that they “*explicitly consider the unique needs of Black and Latino male youth in program planning and operations.*”

This can be seen as both a strong positive sign, and also as an improvement opportunity for more organizations serving this demographic to employ this explicit focus. While it is highly encouraging to see that more than half of organizations surveyed employ this explicit focus, there is also a gap when considering how many more organizations are serving Black and Latino boys and young men at an appreciable level.

Focus Group Voices

“Issues of race get handcuffed when we try to talk about it, or not talk about it. It goes underground.”

Focus group participants who have worked extensively with Black and Latino boys and young men over the years reinforced the importance of an explicit focus on this demographic for organizations and programs whose work impacts these individuals. They particularly highlighted that this demographic is *not monolithic*, and the important experiential and demographic differences within this broad grouping. They felt that many times the nuanced reality of Black and Latino lives is completely overlooked in both policies and strategies aimed at assisting Black and Latino youth, and also in germane public discourses.

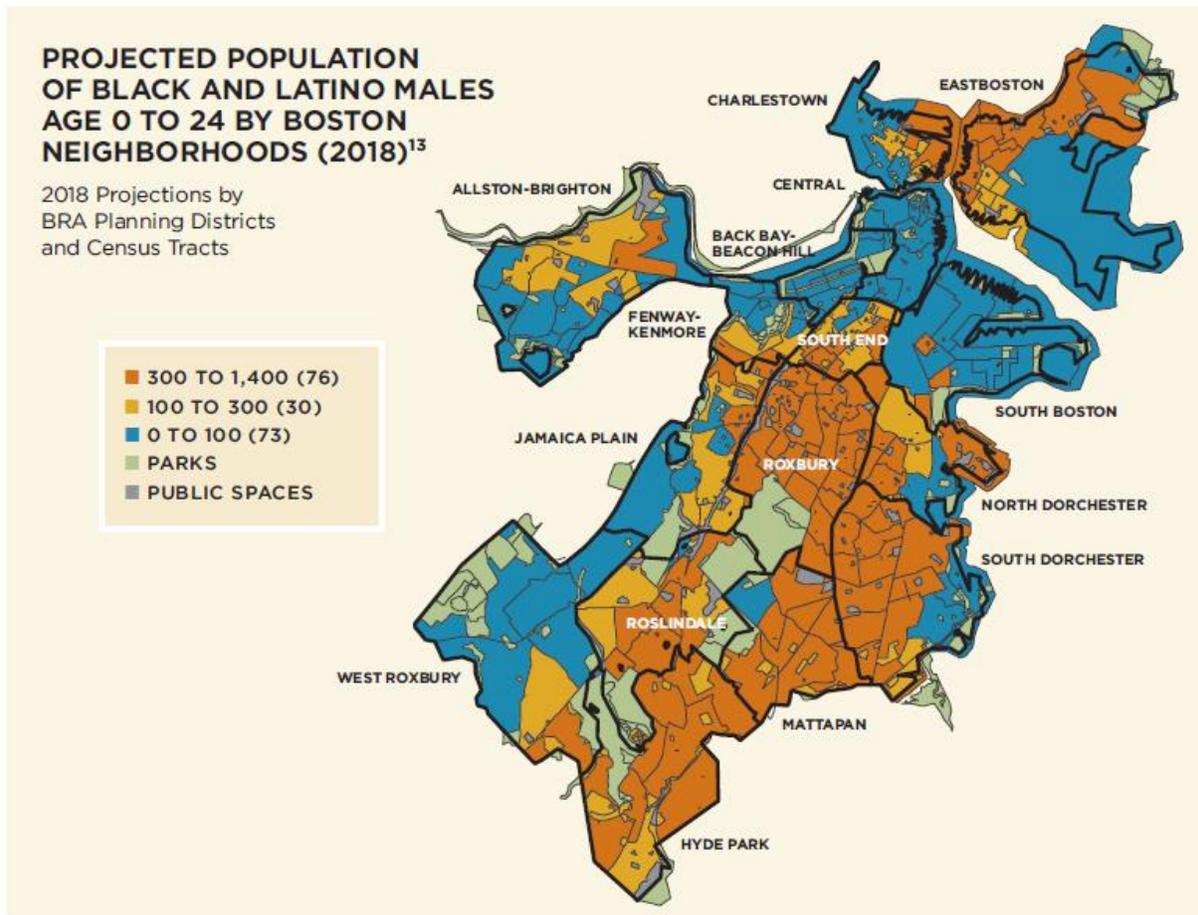
There are many commonalities among young Black and Latino boys and young men involving lack of economic resources, conditions related to continuing poverty, experiences with the education system and criminal justice system, lack of adequate and safe housing, and threats to physical and mental health. But within the Black and Latino communities, important differences exist related to ethnicity, language, immigration status, sexual orientation, health, and other characteristics, and should not be overlooked.

Strengths	Areas for Improvement
<ul style="list-style-type: none">85.8% of survey respondents serve Black and Latino boys and young men either directly or indirectly.	<ul style="list-style-type: none">51.4% of organizations focus on Black and Latino boys and young men, and 55.4% explicitly consider their unique needs, reflecting an improvement opportunity considering how many more organizations impact this demographic through their work.The support landscape needs to more specifically consider the differences between serving Black and Latino males.

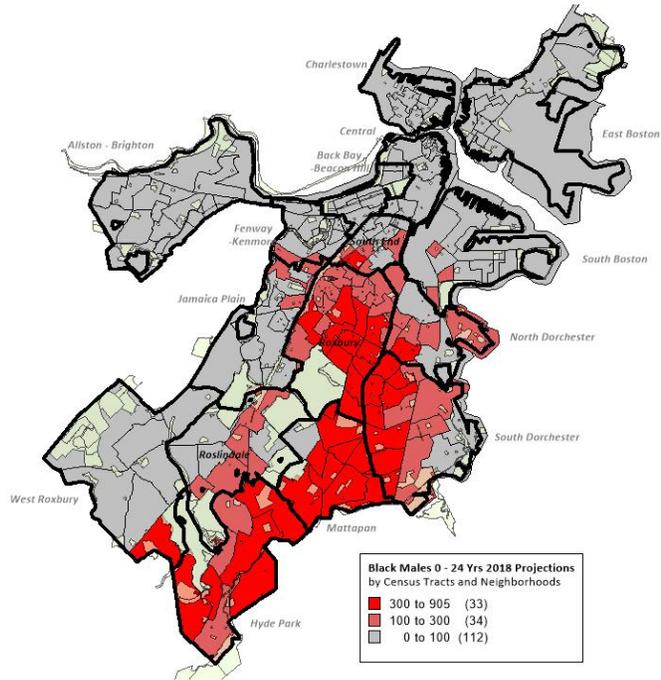
B. The concentrations of Black and Latino boys and young men in Boston neighborhoods

In examining the landscape of organizations supporting Boston’s Black and Latino boys and young men, it needs to be recognized that this demographic lives in concentrated areas in order to best target supportive efforts. The maps below show that 72% of Black and Latino young men ages 0-24 live in only *eight* of Boston’s 23 total neighborhoods based on current residents and projected population growth: *Dorchester, East Boston, Mattapan, Roxbury, Jamaica Plain, South End, Brighton and Allston.*

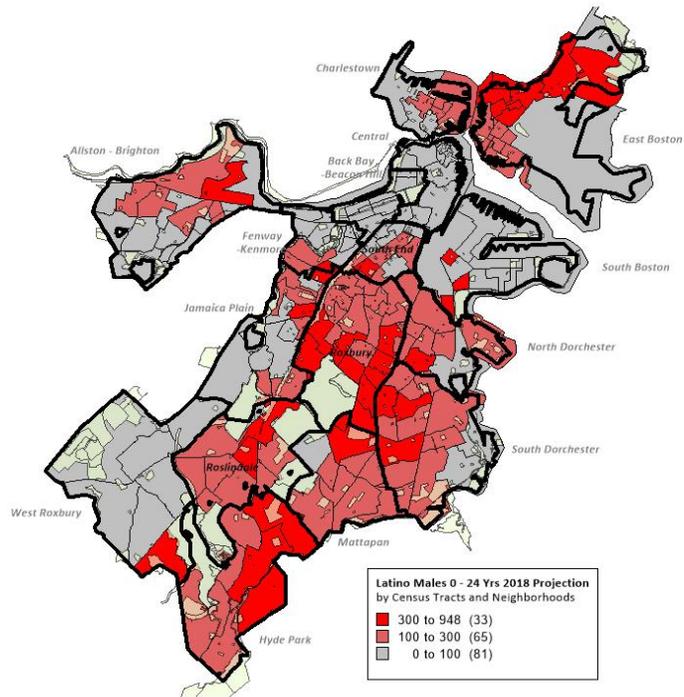
Projected Population of Black and Latino Males 0 to 24 Years by Boston Neighborhoods (2018)¹³



Projected Population of Black Males Only 0 to 24 Years (2018)



Projected Population of Latino Males Only 0 to 24 Years by Boston Neighborhoods (2018)



A set of seven results were analyzed for the eight high concentration neighborhoods using zip codes as neighborhood proxies based on both public and organizational and program survey data, as summarized in the table below. Detailed neighborhood level data is available in Appendix A.

A. Neighborhood ¹⁴	B. # Black and Latino Young Men Age 0-24 Living in Neighborhood (% of all Black and Latino Males Age 0-24 in Boston)	C. % Black and Latino Young Men Represent of All Males Age 0-24 in Neighborhood	D. # Organizations Serving Neighborhood ¹⁵	E. # Average # Black and Latino Young Men Served per Organization	F. Total # Young Black and Latino Young Men Served by Organizations	G. % Organizations Focusing On Black and Latino Young Men	H. Avg # Neighborhoods Served by Organizations
<i>Average Boston Neighborhood</i> <i>(excluding the below 8 high-concentration neighborhoods)</i>	926	32.9%	21	44	15,274	50.8%	3.6
Dorchester	18,951 (34%)	73.7%	66	287	26,696	54.5%	9.1
East Boston ¹⁶	5,744 (10.3%)	77.2%	26	221	12,162	61.5%	13.5
Mattapan	4,697 (8.4%)	100%	49	96	23,972	59.2%	10.9
Roxbury	4,351 (7.8%)	87.2%	63	69	22,830	58.7%	9.3
Jamaica Plain	2,631 (4.7%)	55.0%	44	60	19,641	54.5%	11.6
South End	2,038 (3.7%)	48.7%	33	62	16,095	54.5%	12.8
Brighton	790 (1.4%)	19.1%	22	36	11,534	59.1%	16.7
Allston	781 (1.4%)	25.9%	20	39	10,430	55.0%	16.8
TOTAL	39,600 (72%)	N/A	84 Unique Organizations	N/A	N/A ¹⁷	N/A	N/A

Based on the results above, it should first be noted in *Column D* that there is a relatively large number of organizations that specify serving these neighborhoods, ranging from 20 organizations in Allston to 66 in Dorchester. And together, these organizations are serving tens of thousands of Black and Latino boys and young men per year, as shown in *Column F*. What follows, then, is that there is not an overall limited service capacity across these neighborhoods, nor limited engagement by Black and Latino boys and young men in using these services. Rather, given the data on life outcomes, there is presumably a challenge in that the given supply of services is not driving tangible results.

At the same time, *Column E* reveals that certain neighborhoods - Dorchester and East Boston - have a lighter presence of organizations relative to the large number of Black and Latino young men living in these neighborhoods, i.e. the average Dorchester and East Boston organization needs to serve 200 to nearly 300 individuals each compared to those in Allston and Brighton that need to serve an average of approximately 40 individuals each.

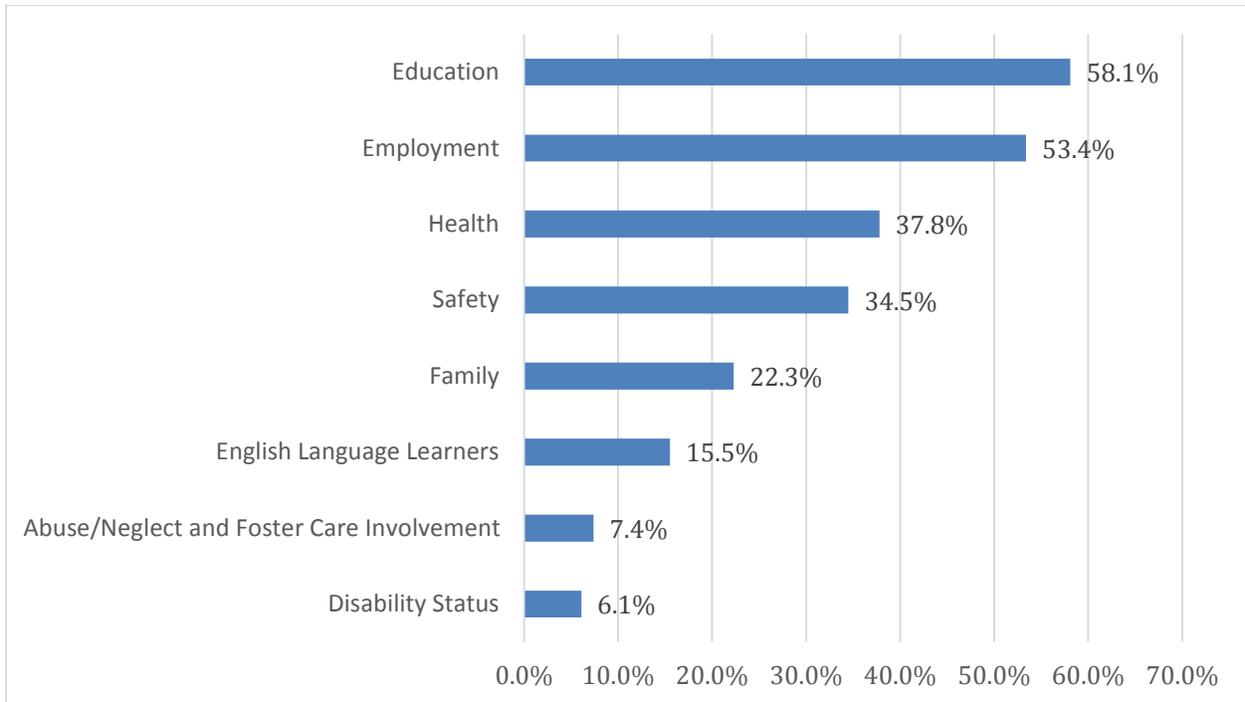
Furthermore, the organizations serving the eight high-concentration neighborhoods are providing services across a high number of neighborhoods across the city, as shown in *Column H*. For example, the organizations serving Mattapan on average provide services across 11 Boston neighborhoods, possibly indicating a challenge of being spread too thin. Organizations serving the other 15 *low-concentration* neighborhoods in Boston, on the other hand, are spread across a much lower average of less than four neighborhoods.

Given the above observations, focusing efforts and coordination in these eight neighborhoods can reach the most youth most efficiently. Neighborhoods with fewer Black and Latino young men may share their own challenges; by learning together, they could strengthen their results.

Strengths	Areas for Improvement
<ul style="list-style-type: none"> ● There is a large number of organizations serving each of the eight key neighborhoods for Black and Latino boys and young men (<i>20 to 66 organizations per neighborhood</i>). ● These organizations have the collective service capacity to serve tens of thousands of individuals per year. 	<ul style="list-style-type: none"> ● The number of organizations and the large number of Black and Latino boys and young men they serve within a relatively small number of high-concentration neighborhoods offers a prime opportunity for increased coordination. ● A relatively low proportion of the organizations serving these neighborhoods (55% to 62%) focus on Black and Latino boys and young men, considering the high concentration of this demographic in these neighborhoods. ● These organizations each work in 9 to 17 neighborhoods in Boston, possibly spreading them too thin to focus their work more within the high-concentration neighborhoods. ● Dorchester and East Boston have a relatively lighter presence of organizations relative to the large number of Black and Latino boys young men living in these neighborhoods.

C. The social issues that impact life outcomes

The mapping results show that more than half of organizations have an organizational focus on the critical issues of education and on employment, an appreciable share and one to build on. Organizations also cite a focus on other fundamental issues that are essential to improving educational and employment outcomes, including health (37.8%), safety (34.5%), and family (22.3%).



Within the broader social issues shown above, the below chart shows relatively lower levels of deliberate organizational focus on addressing the several challenges that disproportionately impact Black and Latino boys and young men and their success in education and employment, including *disability status*, *English language learning*, and *cases of foster care involvement*.¹⁸

Focus Group Voices

“Dealing with trauma in programs is (sometimes) shaped by funding, but is something that all programs serving kids of color must deal with. We must focus on the organization of the mind, not just organization of the program”

In considering the key social issues and specific challenges to focus on for Black and Latino boys and young men, focus group participants highlighted the importance of addressing *trauma*. Whether recognized or not, or treated or not, the living situation of many Black and Latino youth —where they experience poverty, violence, economic distress, and/or racism—generates trauma. This is a reality that should not be overlooked in the design and implementation of strategies.

Yet, many direct services are planned and implemented in ways that ignore the complexity of trauma (sometimes by silo-ing services), and can ignore how trauma is linked to structural and racialized inequalities.

Strengths	Areas for Improvement
<ul style="list-style-type: none"> A majority of organizations focus on education (58.1%) and employment (53.4%) as well as other broader issues such as health and safety that impact the life outcomes of Black and Latino boys and young men. 	<ul style="list-style-type: none"> A relatively small share of organizations focus on specific challenges that disproportionately impact Black and Latino boys and young men, including disability status (6.1%), English language learning (15.5%), and abuse/neglect and the foster care system (7.4%). The support landscape has limited focus on addressing <i>trauma</i> as part of its work.¹⁹

D. The presence and reach of direct services and advocacy

There exists a wide range of activities to directly and indirectly improve the life outcomes of Black and Latino boys and young men. The mapping examined the support activities conducted by organizations based on two categories, *direct service* and *advocacy*:

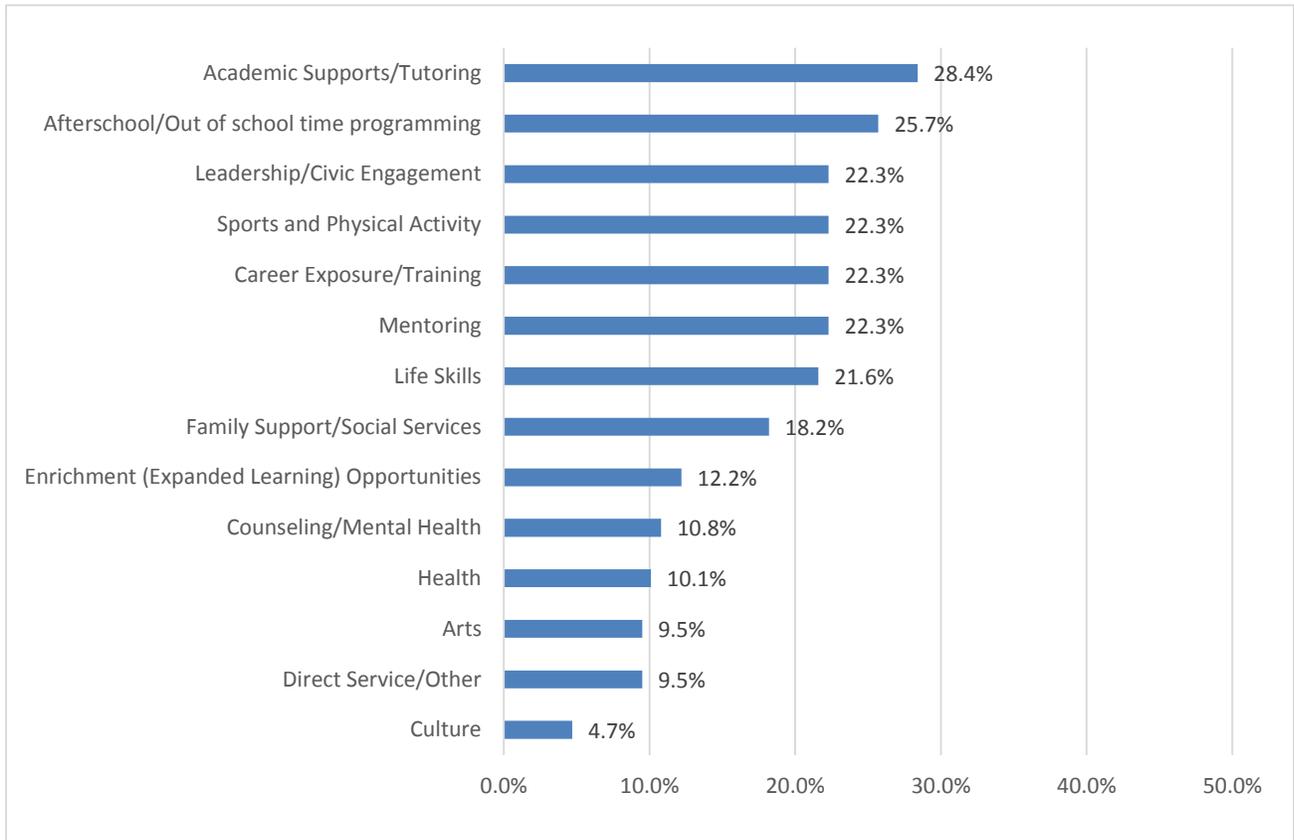
Direct Service: Direct service activities include mentoring, job training, after-school programs, sports programs, counseling, etc. A core function of a city’s nonprofit and public sectors, direct service activities aim to a) *provide service-based supports* to populations with basic or above average needs that are not sufficiently addressed by systems or their family/community in order to directly improve life outcomes, and b) *gain deep community expertise, innovate and demonstrate what works* to ideally be adopted by systems and others.

Advocacy: Advocacy activities include community organizing and community education. A core function of nonprofit organizations and community-based groups, advocacy activities aim to drive the adoption of supportive policies and practices by major public systems at the local, state, and national levels, by leveraging the voice and influence of community residents, including Black and Latino boys and young men. These policies and practices can include individual direct services that are demonstrated to work. This category also includes activities, such as legal and educational advocacy, that advocate on behalf of individuals or help them advocate on their own behalf in order to successfully work with legal, educational, and social service systems that both have an over-representation of Black and Latino boys and young men, and can also often be complex to navigate.

Direct Service Activities

More than 90% of the mapped organizations provide *direct services*, conducting a wide range of activity types as illustrated in the chart below. The higher level of engagement in activities such as *academic support/tutoring*, *afterschool programming*, and *mentoring* are encouraging and reflect what current evidence indicates to be effective in addressing the core needs of Black and Latino boys and young men. However, the results also indicate relatively low engagement in critical activities such as *counseling/mental health* and *health* focused programming.

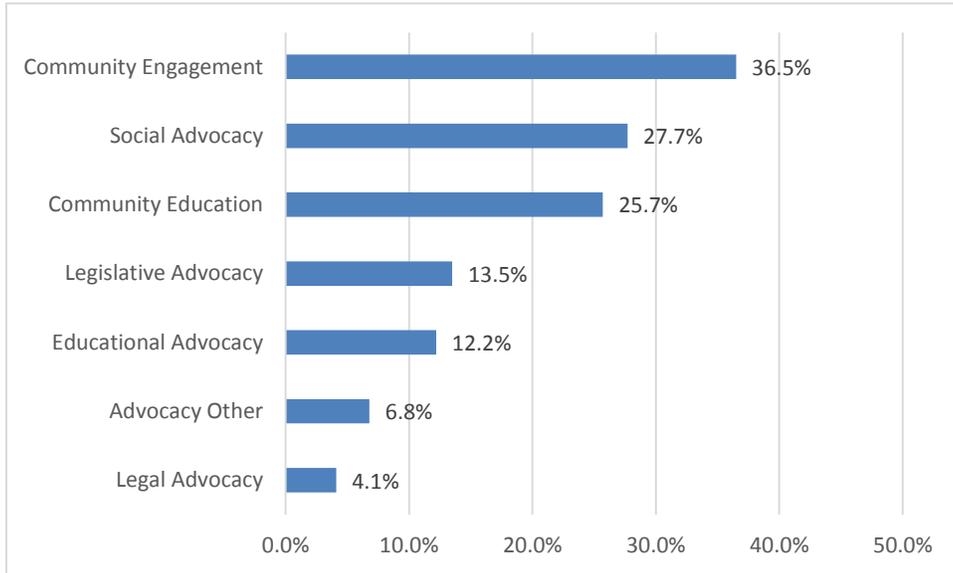
Direct Service by Type of Activity



Advocacy Activities

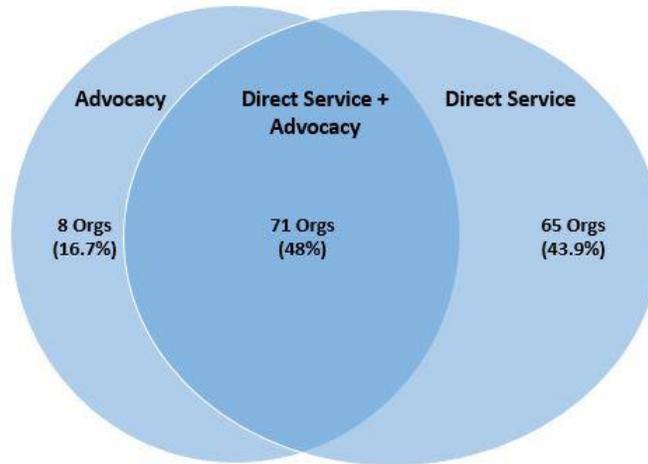
53.4% of the mapped organizations engage in **advocacy** on behalf of Boston’s Black and Latino boys and young men, and like those providing direct services conduct a wide range of activity types. The below chart shows that approximately one third of the organizations engage in *Community Engagement* and *Social Advocacy*, and one quarter in *Community Education*, demonstrating a strong level of activity and potential to organize the communities of Black and Latino boys and young men in a way that drives more supportive policy and practice at a public systems level. On the other hand, the mapping shows relatively few organizations and programs engaging in activities that advocate on behalf of individual Black and Latino boys and young men, or help them advocate on their own behalf, such as *Legal Advocacy* and *Educational Advocacy*.

Advocacy by Type of Activity



The Intersection between Direct Service and Advocacy

An important dynamic to note in Boston's support landscape is the intersection between direct service and advocacy activities. Nearly half (48%) of responding organizations report conducting both direct service and advocacy activities, as illustrated in the diagram below.²⁰



This combination represents both an opportunity and a gap in the landscape. On the one hand, the number of organizations engaging in both direct service and advocacy can provide a powerful foundation to build on where one activity reinforces the other to directly support Black boys and young men within their current larger environment, while simultaneously engaging them and their communities to improve that environment. On the other hand, the number of organizations engaging in both types of activity also means that only 16.7% of responding organizations (8 organizations) engage *solely* in advocacy, and thus represent a limited group that is able to focus and specialize in what is a sophisticated and complex area of activity and impact.

Focus Group Voices

In considering which activities are most important to improve the life outcomes of Black and Latino boys and young men, focus group participants provided significant expertise and guidance by highlighting several important considerations and necessary focus areas for both direct service and advocacy. This guidance is summarized below and is described fully in Appendix F.

Direct Service

“Create a clear path to decent jobs regardless of schooling”

“Entrepreneurship is based on passion...This is what will lead to economic development for communities”

“If you don’t see yourself and hear yourself in curriculum you are susceptible”

- **Jobs, jobs, jobs:** The availability of meaningful jobs throughout the year, with decent wages and career paths, is central to any successful strategy. Available jobs should not all be based on schooling levels, and should not be constrained because of involvement with the justice system, lest many individuals are screened out of opportunities.
- **Entrepreneurship:** Most strategies and programs overlook the need to encourage and support entrepreneurship opportunities for youth, which go beyond financial literacy and are a good way to build and sustain leadership.
- **Mentoring:** Mentoring has the ability to enhance leadership opportunities for young Black and Latino males, and females. However there are several important considerations to ensure the mentoring is effective, including teaching organizing skills, working in community settings, including parents, and other considerations.
- **Cultural Education:** A continuing obstacle to empowering young Black and Latino males is that they are not aware of their own cultural history and resources. A sense of pride in their history and their communities may promote more positive behaviors and encourage them to be more involved and have more agency in strengthening their communities. While Boston Public Schools are a potential space for greater cultural education, there also needs to be spaces outside of public schools and in a wide range of community settings.

Advocacy

“Create a village mentality”

“We are at the bottom of every list that is good and at the top of every list that is bad...good things are happening – who says there are not mentors and leaders being developed”

- **Community Empowerment:** Strategies should be linked to making communities healthier and more vibrant as a context for improving the lives of young people. This includes involving parents and grandparents in the discourse about improving life chances for Black and Latino youth, community-based nonprofits creating greater governance spaces for youth, addressing equity and racial justice, building political power, and involving a balance of smaller neighborhood-based and larger citywide organizations. It also requires grassroots organizations to begin working in a more collaborative way, and across sectors without relying on foundations.

- **Changing the Narrative:** The prevailing negative narrative around Black and Latino boys and young men limits the impact and sustainability of strategies and initiatives and needs to be challenged. This can be done by calling for data and information that is accurate and based on the experiences and voices of Black and Latino youth, enhancing cultural education whereby Black and Latino youth can defend themselves conceptually as they encounter a negative narrative about their lives, and by organizations highlighting the contributions of youth who are engaged in community-building activities and ensuring that they see themselves in positions of leadership and decision-making.

Strengths	Areas for Improvement
<ul style="list-style-type: none"> ● High engagement in key direct service activities including <i>academic support/tutoring (28.4%)</i>, <i>afterschool programming (25.7%)</i>, and <i>mentoring (22.3%)</i>. ● High engagement in important advocacy activities including <i>community engagement (36.5%)</i>, <i>social advocacy (27.7%)</i>, and <i>community education (25.7%)</i>. ● Large share of organizations (48%) engaged in a combination of both direct service and advocacy activities, representing a potentially powerful joint approach to improving life outcomes by directly supporting individuals while also addressing structural challenges and limits on opportunity. 	<ul style="list-style-type: none"> ● Direct service activities provided at relatively high levels, but also emphasized by practitioners as needing greater focus to meet significant need, including career exposure/training (22.3%), mentoring (22.3%), and culture activities (4.7%). ● Low engagement in individual advocacy activities on behalf of individual Black and Latino boys and young men, including <i>legal advocacy (4.1%)</i> and <i>educational advocacy (12.2%)</i>. ● Small share of organizations (16.7%) focusing solely on advocacy activities, thus representing a limited group that is able to focus and specialize in what is a sophisticated and complex area of activity and impact.

The Capacity of Organizations Supporting Black and Latino Boys and Young Men

As was well documented in the previous section of this report, Boston is rich with organizations doing work relevant to the well-being of Black and Latino boys. The effectiveness of Boston’s support landscape serving Black and Latino boys and young men is essential and is anchored in the continuously strengthened performance and capacity of these organizations to deliver results.

To assess the capacity of the support landscape, organizations completed an Organizational and Leadership Capacity Assessment (the “Assessment”), an online self-assessment tool.²¹ Originally developed by Root Cause, the Assessment has been completed by more than 350 organizations across the country, including those that have completed it via Root Cause’s relationships with strategic partners such as the Campaign for Black Male Achievement (CBMA).

In Boston, 18 organizations completed the Assessment for this report. While this represents a relatively small number of organizations within the Boston landscape, it was large enough to generate a number of insights which serve as the basis for this section, and sets up an opportunity to examine the capacity of the landscape in greater detail by assessing far more organizations.

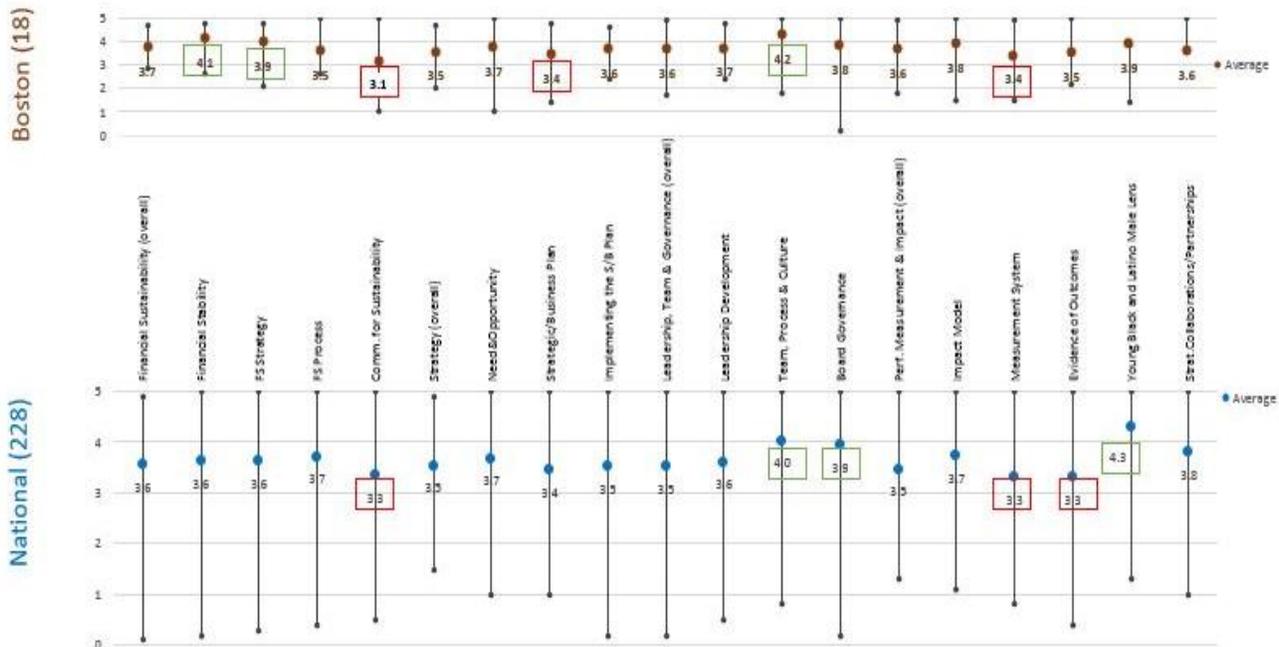
The Assessment gauges organizations’ capacity based on the below **Organizational Performance Framework** that defines high organizational performance based on two equally essential facets – *Capable Organization* and *Clear Impact*, which set the foundation for high performance to improve life outcomes.

ORGANIZATIONAL PERFORMANCE FRAMEWORK



The chart below illustrates the aggregated results (range and average scores) for these organizations by capacity component and each component’s underlying areas. The chart also compares the results of the Boston organizations to the results for the other nearly 330 organizations that have completed the Assessment across the United States.

Organizational Capacity Assessment Aggregate Scores: Boston and U.S. National*



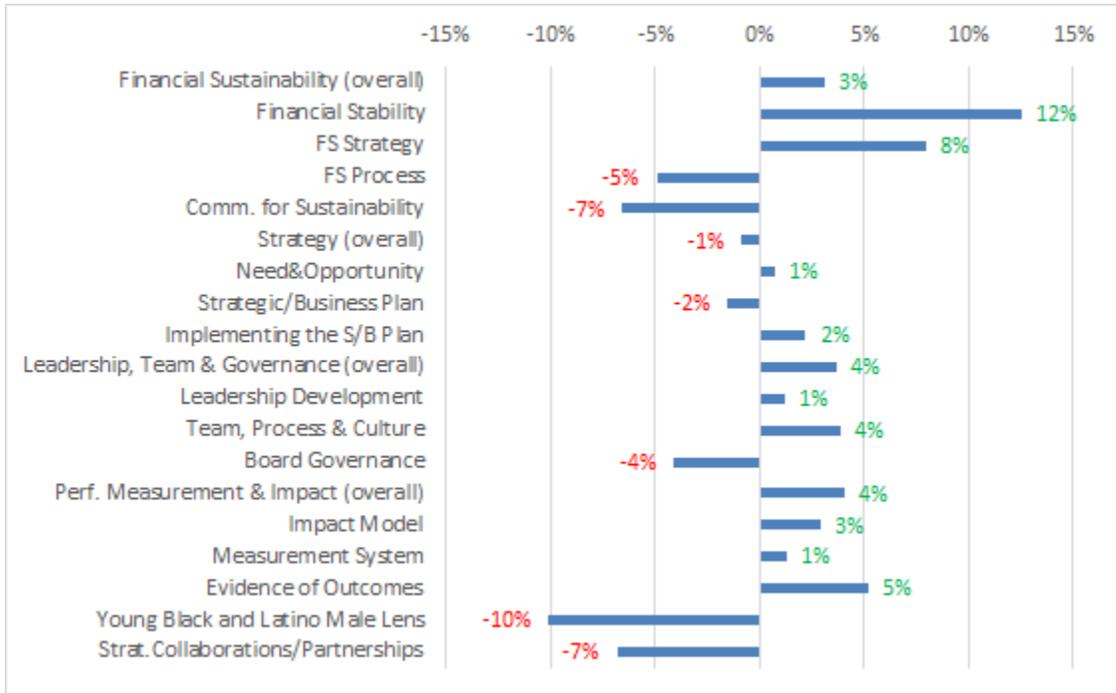
*The assessment scores each capacity area on a 0-5 point scale, with 3 reflecting recommended baseline capacity and 5 reflecting best practice. The three highest and three lowest scoring capacity areas are highlighted in green and red, respectively.

*The Young Black and Latino Male Lens area was developed as a custom adaptation of the Assessment's Race and Gender Lens component for the purposes of this report.

These results indicate that the Boston support landscape for Black and Latino boys and young men demonstrates an overall solid level of capacity to build upon, with all capacity areas scoring in the range of 3.1 to 4.2 out of 5 points (keeping in mind that the Assessment is a self-assessment tool). Further looking at the results, Boston organizations scored highest in the capacity areas of *Financial Stability*²², *Financial Sustainability Strategy*, and *Team, Process and Culture*, while they scored lowest in the areas of *Communications for Sustainability*, *Strategic/Business Plan*, and *Measurement System*.²³

Now, comparing the results of our Boston organizations to the national pool of organizations that have completed the Assessment, the chart below illustrates the relative difference for each capacity area.

Organizational Capacity Assessment Scores: Boston Organizations Compared to National Pool



The above Boston to national comparison shows that the capacity of Boston organizations serving Black and Latino boys and young men is mostly aligned with that of their peer organizations across the country. Boston organizations scored relatively higher in the areas of *Financial Stability* and *Financial Sustainability Strategy*, and relatively lower in the areas of *Communications for Sustainability*, *Young Black and Latino Male Lens*, and *Strategic Collaboration/Partnerships*.

Based on the analysis and knowledge of the Boston support landscape described in the previous section, Boston organizations have areas of solid capacity to build on, and would benefit from developing measurement systems that can help improve the results of their work by measuring, reporting on, and learning from their performance data to support continuous improvement.

Top Capacity Strengths	Top Recommended Capacity Areas for Improvement
1. Leadership, Team and Governance: Team, Process and Culture (avg. score 4.2)	1. Performance Measurement and Impact: Measurement System (avg. score 3.4)

Performance Measurement and Impact: Measurement System (Average Score 3.4 out of 5)

Given the critical link between capacity, performance, and results, below is a more in-depth analysis of the *Performance Measurement and Impact: Measurement System* capacity area.

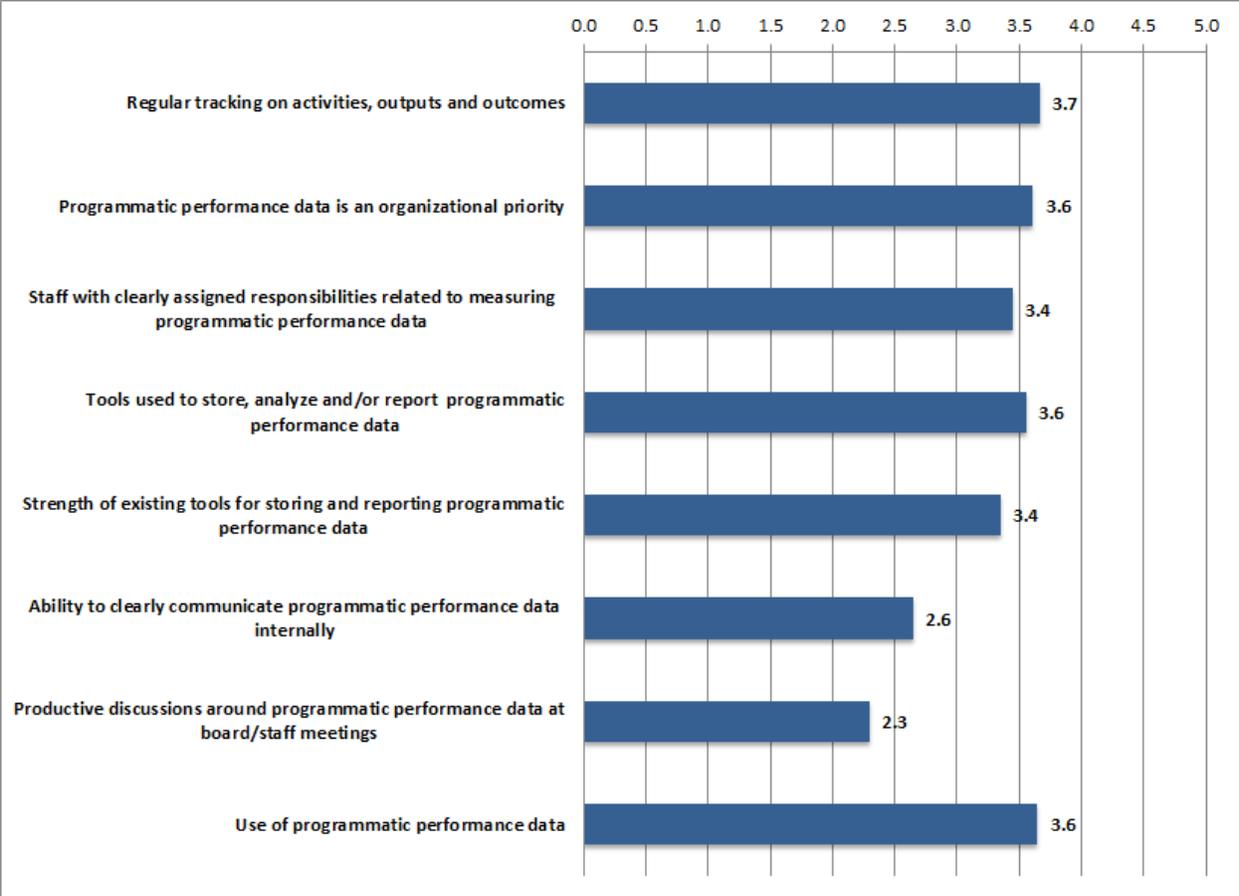
Performance Measurement and Impact: The capacity of an organization to measure its outcomes based on the social issue(s) it is working on, and the ability to use data about its performance to support continuous improvement toward improving those outcomes.

- **Measurement System:** *Organization's capacity to prioritize and maintain a process and tools to measure, report on, learn from, and continuously improve its performance.*

With the rapidly increasing focus on measuring outcomes and developing solutions that work across the universe of tackling social issues, driven partly by philanthropy and by the Obama Administration, the component of *Performance Measurement and Impact* is assuming an increasingly critical role in organizational capacity.

The *Measurement System* capacity area is one of the lowest scoring capacity areas of the Assessment, and shows greatest need for improvement within Performance Measurement and Impact with an average score of 3.4 out of 5 points. Illustrating the prevalence of this area as a challenge, five organizations scored less than 3, including three scoring very low in the range of 1.5 to 1.8.

The following chart shows aggregate scores for the individual elements of the *Measurement System* area. The scores show that while organizations have many elements of a *Measurement System* in place, they are more challenged in the areas of communicating their performance data internally and having productive discussions around this data in staff and board meetings. These elements are critical to recognize as the foundation for organizations' ability to systemically and practically use their performance data to continuously improve their work.



Strengths	Areas for Improvement
<ul style="list-style-type: none"> Organizations have some type of Measurement System in place. 	<ul style="list-style-type: none"> Organizations are challenged with communicating performance data internally, and having productive group discussions around it. These elements are critical to make the best use of a Measurement System and be able to learn, improve and deliver tangible results in improving life outcomes.

Program Decisions Based on Data/Evidence

The use of data and evidence to inform programmatic and strategy decisions with a focus on continuous improvement lies at the core of an organization’s ability to deliver results. As described earlier in this section, *Program Decisions Based on Data and Evidence* is a core component of *Programmatic Health*, and describes the level of evidence available to support an organization’s program activities as effective in leading to improved life outcomes.

While not explicitly examined in the process that produced this report, in Boston it is critical to strengthen the capacity of organizations supporting Black and Latino young men to capture and use data and evidence about what works or does not work and why, and to summarize and interpret the body of evidence that already exists about promising/proven interventions. It is also critical to examine the growing body of data and evidence about harmful practices and structural factors that may directly worsen the life outcomes of Black and Latino young men (see Appendix G).

Improving Life Outcomes for Boston’s Black and Latino Boys and Young Men: Strategic Priorities and Action Steps

The above sections of this report systematically examine the landscape of organizations working on the ground to improve the life outcomes of Boston’s Black and Latino boys and young men, and the capacity of these organizations.

Based on the findings in the report, this section outlines recommendations for three interconnected strategic priorities to strengthen the support landscape, suggested actions steps for each priority, and concrete ways in which key stakeholders can act on each strategic priority.

In order to maximize the success of any collective efforts, the strategic priorities are anchored around the following set of suggested common target life outcomes in the areas of education and employment. These life outcomes align with both MBK Boston priority areas and also with indicators that have been identified as critical to an individual’s long-term mobility and ability to succeed.

MBK Boston Milestone	1. Graduating from high school ready for college and career	2. Successfully entering the workforce	3. Reducing youth violence and providing a second chance
Life Outcome Indicators	<ul style="list-style-type: none"> • % of males with a high school diploma (or equivalent) or higher (age 18-24) • % of males meeting state standards for college/career readiness 	<ul style="list-style-type: none"> • % of males with an Associate’s degree or higher (age 25+) • % of out of school males in the labor force who are employed (age 25-44) 	<ul style="list-style-type: none"> • Homicide rate per 100,000 for males • % of disconnected males (not employed and not enrolled in school), (age 16-24)

Strategic Priorities

Strategic Priority 1: Ensure a deliberate, shared focus on Black and Latino boys and young men.

Ensuring a deliberate, explicit focus across the Boston support landscape can function as *a central lever* to drive organizations to improve life outcomes for Black and Latino boys and young men. As seen in the survey results, there remains a gap between direct support for this demographic and a deliberate focus on maximizing the success of this constituency.

Embedding and spreading a deliberate focus on Black and Latino boys and young men among the leadership and teams of key organizations across Boston represents a broad programmatic strategy and a channel to drive key policy changes that can support the success of this demographic in education, work, and other areas.

Perhaps most importantly, this focus can drive organizations to better consider and address the unique structural challenges, limits on opportunity, and life circumstances faced by Black and Latino boys and young men, and how these and other impacts of race and gender influence the outcomes they aim to achieve. Examples of broad programmatic and policy approaches that a deliberate focus can drive across the Boston support landscape include expanding the use of a community empowerment approach, emphasizing a positive ‘counter-narrative’ when describing this demographic, examining social issues using data disaggregated by race and gender, using data and information that is accurate and based on the experiences and voices of Black and Latino youth, addressing how excessive school discipline can be a key barrier to education outcomes, and addressing how even minor involvement

in the justice system (which tends to disproportionately target this demographic) can significantly cause employers to disqualify Black or Latino males for employment.

Once organizations make a top-level leadership decision and commitment to focus on improving life outcomes specifically for Black and Latino boys and young men, that priority can then radiate out to strengthen areas of their organizational capacity including more strategic selection of target social issues and activities to engage in, improved design and evidence base for programmatic activities to better address the unique needs of their beneficiaries, and stronger performance measurement capacity.

This shared focus can also help facilitate more effective coordination among organizations that are supporting a common demographic and aim to improve common target life outcomes.

Strategic Priority 2: Invest in and strengthen the capacity of existing organizations to deliver results.

Helping organizations supporting Boston's Black and Latino boys and young men to strengthen their Measurement System capacity is essential to improve the results of the hundreds of programs, services, and activities they deliver, and of the significant resources being invested in these activities.

Beginning with a focus on performance measurement can help organizations individually and collectively increase their effectiveness in improving the education and employment life outcomes listed above. For example, a stronger measurement system can allow organizations to better gauge and improve their results. Strengthening measurement capacity across the support landscape can also help those organizations that are already effective in improving the life outcomes of Black and Latino boys and young men to better sustain their work over time, demonstrate what works, and spread their models to other organizations.

Acting on this strategic priority also includes broader policy approaches such as considering and supporting a stronger performance measurement system among organizations that are selected as direct service contractors or partners for government systems including public schools, social service agencies, and others.

Strategic Priority 3: Optimize the program mix and strategic coordination around common target life outcomes in the neighborhoods home to most of Boston's Black and Latino boys and young men. Given the large number of organizations conducting numerous, wide ranging activities to support Black and Latino boys and young men within a relatively small number of high-concentration neighborhoods, an essential priority to ensure their effectiveness is to deliberately coordinate the activities between them. This includes ensuring that the most effective mix of direct service and advocacy activities is present at sufficient scale in each neighborhood, and that these activities are coordinated around the individuals the organizations are serving and the life outcomes they aim to improve.

To maximize the effort to act on this strategic priority, coordination and connection would be focused around the suggested common target education and employment life outcomes described above.

Acting on this strategic priority includes broad programmatic and policy approaches such as organizations consistently considering how their individual work intersects and overlaps with that of other organizations, and government systems considering these interactions as well in their development and funding of services.

Action Steps

The following is a set of recommended action steps for each strategic priority.

Strategic Priority 1: Ensure a deliberate, shared focus on Black and Latino boys and young men.

Incorporating an explicit focus for supporting Black and Latino boys and young men, and expanding its use across the landscape of organizations supporting this demographic, could involve five action steps that reinforce each other, as described below.

Action Steps:

1. Drive the deliberate decision by the leadership of organizations to focus their work on improving the key life outcomes for Black and Latino boys and young men.
2. Define, and adopt, common target life outcomes. Expanding a deliberate focus on Black and Latino boys and young men would be most effective across the Boston support landscape if all organizations are aligned in the life outcomes they are trying to improve. As described earlier in this report, the areas of *education* and *employment* are particularly central for this demographic. Within these areas, specific outcome indicators should be defined and tracked for organizations to use as a central reference to align their work. An initial list of suggested, established outcomes is included earlier in this section.
3. Recognize and examine the unique structural challenges and limits on opportunity that disproportionately impact Black and Latino boys and young men, and how they directly and indirectly influence the common target life outcomes. Examples include the influence excessive school discipline has on education outcomes, and the influence of employers' treatment of justice system involvement by potential employees on employment outcomes.
4. Expand the use of a community empowerment approach across organizations. Support organizations to better involve families and members of the surrounding community in their work with Black and Latino boys and young men, including community representatives in their governance models, and involving the boys and young men themselves in more strategic and decision making roles.
5. Generate, expand, and sustain a positive 'counter-narrative' emphasizing the resources and contributions made by young Black and Latino males and females, and using data and information that is accurate and based on the experiences and voices of Black and Latino youth.

Strategic Priority 2: Invest in and strengthen the capacity of existing organizations to deliver results.

As described earlier in this report, organizations should be supported to strengthen their Measurement System capacity in order to better gauge and improve their work. It is also essential to strengthen the capacity of organizations supporting Black and Latino young men to capture and use data and evidence about what works or does not work and why, and to summarize and interpret the body of existing research evidence about promising/proven interventions. Based on analysis of the capacity assessment results, there are two areas to prioritize for action.

Action Steps:

1. Strengthen the capacity area of *Performance Measurement and Impact: Measurement System*. Support organizations to strengthen their process and tools to measure and use their performance data to continuously improve their work, particularly focusing on the ability to report and productively discuss this data internally. This also includes ensuring the measurement system's ability to collect and disaggregate

race and gender specific demographic and outcomes data for individuals served in order to support an explicit focus on Black and Latino boys and young men. Stronger measurement systems are also essential to organizations innovating more effective program models and demonstrating what works for other organizations to adopt.

2. Make available, promote, and support organizations to use the best available evidence. This evidence should consider both race and gender and be specific to improving the common target life outcomes for Black and Latino boys and young men. This includes examine the growing body of data and evidence about harmful practices and structural factors that may directly worsen the life outcomes of Black and Latino young men

Strategic Priority 3: Optimize the program mix and strategic coordination around common target life outcomes in the neighborhoods home to most of Boston’s Black and Latino boys and young men.

A sustained and coordinated effort is required to align and connect the work of the hundreds of organizations serving this demographic around common life outcomes in the eight neighborhoods where 72% of Boston’s Black and Latino boys and young men ages 0-24 live. Optimizing program mix and connections would help to:

- Ensure maximum outreach for this demographic, particularly in high concentration neighborhoods
- Ensure optimal program mix by neighborhood
- Facilitate better cross-program referrals
- Foster development of joint program partnerships that can improve life outcomes
- Limit the overlap of services or serving of the same individual youth without reason

Action Steps

1. Define the common target life outcomes for a strategic coordination effort. An initial set of suggested outcomes is outlined earlier in this section.
2. Identify and define the coordination role of Boston’s anchor institutions in the support landscape for Black and Latino boys and young men. Potential anchor institutions with high leverage to drive an ongoing coordination effort include Boston Public Schools and the Boston Center for Youth and Families.
3. Facilitate detailed program coordination by neighborhood around the common target life outcomes. This would build on the landscape mapping completed for this report by examining the target beneficiaries, program models, programmatic partnerships with other organizations, organizational and programmatic health, and other work aspects of individual organizations in more detail in each high concentration neighborhood.
4. Develop and provide opportunities for inter-sector communication and sharing ideas among community-based organizations.
5. Develop incentives for strategic coordination and set up a method to measure impact at the neighborhood level.

Strategic Priorities: By Stakeholder Group

The group of stakeholders required to enact the above recommended three strategic priorities and their corresponding action steps will need to involve nonprofit organizations and city government agencies, as well as the support of Boston’s philanthropic institutions and individuals. In order to make the recommendations more concrete and clarify roles, the following table outlines the above strategic priorities customized for each of these three stakeholder categories.

	Nonprofit Organizations	City of Boston Agencies	Philanthropy
<p>Strategic Priority 1: Ensure a deliberate, shared focus on Black and Latino boys and young men.</p>	<ul style="list-style-type: none"> ● Integrate an explicit focus on improving the life outcomes of Black and Latino boys and young men ● Target key life outcomes and integrate a community empowerment approach and positive counter-narrative into your work ● Recognize and examine the impacts of unique structural challenges on the target life outcomes ● Adjust program activities to maximize opportunities for Black and Latino boys and young men by tapping into them as mentors and volunteers, eliminating barriers to services, and partnering to provide more key services and opportunities 	<ul style="list-style-type: none"> ● Integrate an explicit focus on improving the life outcomes of Black and Latino boys and young men for city provided and city funded direct service programs ● Support a process to define and promote the adoption of common target life outcomes ● Recognize and examine the impacts of unique structural challenges on the target life outcomes ● Integrate a positive counter-narrative into communications ● Adjust program activities to maximize key services and opportunities for Black and Latino boys and young men 	<ul style="list-style-type: none"> ● Integrate an explicit focus on improving the life outcomes of Black and Latino boys and young men, and promote and support grantees, partners, and other organizations to embed this focus ● Support a process to define and promote the adoption of common target life outcomes ● Recognize and examine the impacts of unique structural challenges on the target life outcomes ● Integrate a positive counter-narrative into communications ● Support organizations to expand the provision of key services and opportunities for Black and Latino boys and young men where there are gaps
<p>Strategic Priority 2: Invest in and strengthen the capacity of existing organizations to deliver results.</p>	<ul style="list-style-type: none"> ● Assess and prioritize steps to strengthen Measurement System capacity ● Use best available evidence to guide program design and implementation with a focus on target life outcomes 	<ul style="list-style-type: none"> ● Assess and prioritize steps to strengthen Measurement System capacity ● Use best available evidence to guide the design, delivery and funding of direct service programs with a focus on target life outcomes 	<ul style="list-style-type: none"> ● Champion the importance of strengthening Measurement System capacity ● Support organizations to strengthen their organizational and programmatic health ● Use best available evidence to guide grant making decisions with a focus on target life outcomes
<p>Strategic Priority 3: Optimize the program mix and strategic coordination around common target life</p>	<ul style="list-style-type: none"> ● Incorporate an organizational focus on common target life outcomes ● Actively participate in a process to coordinate activities with other organizations within and across high-concentration 	<ul style="list-style-type: none"> ● Identify city agencies to serve as anchor institutions to drive a coordination process ● Support the definition of common target life outcomes ● Develop incentives for strategic coordination 	<ul style="list-style-type: none"> ● Support the definition of common target life outcomes ● Support a process for organizations to coordinate their activities within and across high-concentration neighborhoods ● Develop incentives for strategic

<p>outcomes in the neighborhoods home to most of Boston's Black and Latino boys and young men.</p>	<p>neighborhoods</p> <ul style="list-style-type: none"> • Prioritize communications and sharing ideas across sectors 	<ul style="list-style-type: none"> • Support development of a method to measure impact at the neighborhood level • Prioritize communications and sharing ideas across sectors 	<p>coordination</p> <ul style="list-style-type: none"> • Support development of a method to measure impact at the neighborhood level • Prioritize communications and sharing ideas across sectors
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Moving Forward

The development of this report is an exciting and major step forward in understanding the breadth and depth of the landscape of organizations working on the ground to improve the life outcomes of Boston's Black and Latino boys and young men, and in identifying targeted, concrete ways to strengthen this landscape.

The publication of the report is not an endpoint but rather the springboard for a dedicated, ongoing process that will be required to help focus, strengthen, and coordinate the hundreds of organizations engaged in this work and the support landscape as a whole.

This ongoing process will require a commitment by key Boston stakeholders to move forward with the strategic priorities and action steps outlined in the previous section of this report.

The process will also require a commitment to build on the steps that developed this report itself. The research, analysis and conversations undertaken for the report revealed many new insights to dive deeper into, and more sophisticated questions to answer in order to inform and guide any and all of the recommended action steps. To support this follow up, the report development process also produced a wide set of rich relationships with organizations and their leaders across the Boston support landscape.

Boston is rich in resources and with MBK Boston and the hundreds of organizations on the ground, there is great promise to further improve the life outcomes of the city's Black and Latino boys and young men, for their future and for the future of Boston.

Endnotes

¹ U.S. Census Bureau; American Community Survey 5-Year Estimates (2010-2014), Tables B01001, B01001I, B01001B; generated January 2016.

² Johnson, Akilah. (2014, May 12). Report urges help for Boston's young black, Latino men. *The Boston Globe*. Retrieved March 2016 from <https://www.bostonglobe.com/metro/2014/05/11/boston-gets-call-close-racial-gap/fxhwQP4N3Zaj4xSVDAYmEK/story.html>

³ The terms *Hispanic* and *Latino* are sometimes considered to be interchangeable; we prefer *Latino* as more encompassing of demographic realities within this group; for instance, some Latinos who may also describe themselves as *Afro-Latino* or *Afro-Latina* may feel uncomfortable with *Hispanic*.

⁴ Throughout this report reference is made to data collected and presented by James Jennings in *Social, Demographic, and Economic Profile of Young Black and Latino Males Boston, Massachusetts 2010 – 2018*. The Jennings report was organized and prepared under the auspices of the Barr Foundation and Black + Latino Collaborative (April 2014). The data is based on the 2010 decennial census, and the American Community Survey, and Public Use Microdata Samples for various years.

⁵ Barber, M., Day, S. (2014). *The New Opportunity to Lead: A vision for education in Massachusetts in the next 20 years*. Massachusetts Business Alliance for Education; Brightlines.

⁶ Hunt, V., Layton, D., Prince S. (2015). *Why diversity matters*. McKinsey & Company.

⁷ Baum, S., Ma, J., Payea, K. (2013). *Education Pays 2013: The Benefits of Higher Education for Individuals and Society*. CollegeBoard.

⁸ City of Boston Office of Budget Management. (2014). *City of Boston FY 15 Adopted Budget*. Retrieved March 2016 from http://www.cityofboston.gov/images_documents/02%20Summary%20Budget_tcm3-44073.pdf; BMAfunders.org.

⁹ Kirwan Institute for the Study of Race and Ethnicity, The Ohio State University. (2014). *Racial Disproportionality in School Discipline*. Retrieved March 2016 from <http://kirwaninstitute.osu.edu/wp-content/uploads/2014/02/racial-disproportionality-schools-02.pdf>.

¹⁰ Pager, D., Western, B., & Bonikowski, B. (2009). Discrimination in a Low-Wage Labor Market: A Field Experiment. *American Sociological Review*, 74(5), 777–799; Bertand, Marianne and Mullainathan, Sendhil. (2004). “Are Emily and Greg More Employable Than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination,” *The American Economic Review* 94(4), 991-1013.

¹¹ The Leadership Conference Education Fund, The Leadership Conference on Civil and Human Rights, Lawyers’ Committee for Civil Rights Under Law, & National Association for the Advancement of Colored People. (2014). *Falling Further Behind: Combating Racial Discrimination in America*. *The Leadership Conference Education Fund*, 6.; Trammel, M. (2008). *The African American Male Initiative*. *The Kirwan Institute for the Study of Race & Ethnicity, The Ohio State University*.

¹² Master list of Boston-based nonprofit organizations that serve Black and Latino males in Boston compiled from the following sources:

- List of nonprofit service providers originally compiled and vetted by Dr. James Jennings & his research team
- Boston Centers for Youth & Families Community Partners provided by the Mayor’s Office of Health & Human Services
- Campaign for Black Male Achievement (CBMA) – Boston members who have completed a CBMA member survey
- Department of Youth Engagement & Employment CBO List provided by the Mayor’s Office of Health & Human Services
- My Brother’s Keeper Boston Inventory of Programs, Policies and Practices
- My Brother’s Keeper Boston – Survey Responses for non CBO Nonprofits
- List of sources of data on programs working with Latino and Black youth in Boston from Klare Shaw (Director of Programs at Liberty Mutual Foundation, Liberty Mutual Insurance)

¹³ Population projections are based on census estimates and projections, and extrapolated to census tract levels; the neighborhood boundaries presented in this report represent the BRA’s planning districts; there are other sub-neighborhoods within these neighborhood planning districts not shown in the maps.

¹⁴ U.S. Census Bureau; American Community Survey 5-Year Estimates (2010-2014); calculated using zip code as proxy for neighborhood.

¹⁵ Organizations can report serving multiple neighborhoods.

¹⁶ East Boston is associated with two zip codes: 02128 and 02228. No census data was available for the 02228 zip code.

¹⁷ This number of youth does not account for likely overlap in who these organizations are serving, thus reducing the total number of unique individuals served.

¹⁸ Jennings, J. (2014). *Social, Demographic, and Economic Profile of Young Black and Latino Males Boston, Massachusetts 2010 – 2018*.

¹⁹ Based on focus group takeaways.

²⁰ A total of 144 organizations (8 organizations that conduct advocacy activities + 65 organizations that conduct direct service + 71 organizations that conduct both advocacy and direct service) responded to the direct service and advocacy survey questions.

²¹ Developed by Root Cause. The Assessment tool and its underlying Organizational Performance Framework are described in Appendix E.

²² Includes an assessment of both financial management processes and tools, in addition to financial standing.

²³ Given the small sample size of organizations completing the Assessment, the capacity areas of Financial Stability and Financial Sustainability Strategy are noted for further exploration by stakeholders reviewing drafts of the report in order to understand why high scores do not align with current knowledge of organizations.

Appendices

- A. Neighborhood by Neighborhood Status Summary
- B. Boston Education & Employment Indicators
- C. Full List of Boston-based Mapped Organizations
- D. Organizational and Program Survey
 - Survey Questions
 - Survey Participant List
- E. Organizational and Leadership Capacity Assessment
 - Assessment Participant List
 - Assessment Modules Description
- F. Focus Group Questions, List of Participants, and Cross-Cutting Themes
- G. Root Cause Stages of Evidence Framework

Appendix A: Neighborhood by Neighborhood Status Summary

Dorchester			
	Multiple Choice Response	Yes	No
Does your organization focus on young Black and Latino Males in its programming?		54.5%	45.5%
If yes, please indicate your organization's focus area below. Please select one option below.	<ul style="list-style-type: none"> • Black Males –0% • Latino Males –0% • Black & Latino Males -6.1% • Males of Color – 3.0% • All Males –0% • Latino Males and Females –3.0% • Black Males and Females –0% • Males and Females of Color – 10.6% • All (Females and Males of all ethnicities) –31.8% 		
Does your organization provide direct services?		97%	3%
If you chose yes above, please indicate the type of direct services you provide below. Please select up to three options below.	<ul style="list-style-type: none"> • Academic Support/Tutoring – 29% • Afterschool /Out of School time Programming –30% • Arts – 5% • Career Exposure/Training –17% • Counseling/Mental Health – 17% • Culture – 6% • Enrichment (Expanded Learning) Opportunities – 9% • Family Support/Social Services – 27% • Health -9% • Leadership/Civic Engagement – 21% • Life Skills – 23% • Mentoring – 29% • Sports and Physical Activity – 23% • Direct Service Other – 11% 		
Does your organization provide advocacy/community organizing?		47%	53%
If you chose yes above, please indicate the type of advocacy/community organizing support you provide below. Please select up to three options below.	<ul style="list-style-type: none"> • Community Education –27.3% • Community Engagement –34.8% • Educational Advocacy -- 6.1% • Legal Advocacy –3.0% • Legislative Advocacy –12.1% • Social Advocacy – 25.8% • Advocacy Other – 6.1% 		
Does your organization/program focus on any of the following life outcome categories? Please select up to three options.	<ul style="list-style-type: none"> • Education (educational equity, quality, and attainment) – 57.6% • Work (career opportunities, income equity, attachment and engagement) – 57.6% • Safety (Crime, violence, justice) – 37.9% • Health (health equity and health status, mental health) –45.5% • Family (family functioning, nurturing, basic needs and social support) – 33.3% 		
What is your organization's approximate annual budget this year?	<ul style="list-style-type: none"> • N/A – 10.6% • Less than \$500K –28.8% • \$500K up to \$1M –12.1% • \$1M up to \$3M –28.8% • \$3M up to \$5M –4.5% • \$5M up to \$10M –4.5% 		

	<ul style="list-style-type: none"> • \$10M or greater – 10.6%
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East Boston			
	Multiple Choice Response	Yes	No
Does your organization focus on young Black and Latino Males in its programming?		61.5%	38.5%
If yes, please indicate your organization's focus area below. Please select one option below.	<ul style="list-style-type: none"> • Black Males –0% • Latino Males –0% • Black & Latino Males -3.8% • Males of Color – 7.7% • All Males –0% • Latino Males and Females –3.8% • Black Males and Females –0% • Males and Females of Color – 3.8% • All (Females and Males of all ethnicities) –42.3% 		
Does your organization provide direct services?		96.2%	3.8%
If you chose yes above, please indicate the type of direct services you provide below. Please select up to three options below.	<ul style="list-style-type: none"> • Academic Support/Tutoring – 34.6% • Afterschool /Out of School time Programming – 23.1% • Arts – 3.8% • Career Exposure/Training – 15.4% • Counseling/Mental Health – 11.5% • Culture – 3.8% • Enrichment (Expanded Learning) Opportunities – 15.4% • Family Support/Social Services – 23.1% • Health – 3.8% • Leadership/Civic Engagement – 19.2% • Life Skills – 19.2% • Mentoring – 30.8% • Sports and Physical Activity – 11.5% • Direct Service Other – 7.7% 		
Does your organization provide advocacy/community organizing?		42.3%	57.7%
If you chose yes above, please indicate the type of advocacy/community organizing support you provide below. Please select up to three options below.	<ul style="list-style-type: none"> • Community Education – 19.2% • Community Engagement –34.6% • Educational Advocacy – 15.4% • Legal Advocacy –3.8% • Legislative Advocacy –0% • Social Advocacy –30.8% • Advocacy Other –3.8% 		
Does your organization/program focus on any of the following life outcome categories? Please select up to three options.	<ul style="list-style-type: none"> • Education (educational equity, quality, and attainment) – 65.4% • Work (career opportunities, income equity, attachment and engagement) – 61.5% • Safety (Crime, violence, justice) – 38.5% • Health (health equity and health status, mental health) – 34.6% • Family (family functioning, nurturing, basic needs and social support) – 38.5% 		
What is your organization's approximate annual budget this year?	<ul style="list-style-type: none"> • N/A – 15.4% • Less than \$500K –23.1% • \$500K up to \$1M –11.5% • \$1M up to \$3M –23.1% • \$3M up to \$5M –7.7% 		

	<ul style="list-style-type: none"> • \$5M up to \$10M –7.7% • \$10M or greater – 11.5%
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Mattapan			
	Multiple Choice Response	Yes	No
Does your organization focus on young Black and Latino Males in its programming?		59.2%	40.8%
If yes, please indicate your organization's focus area below. Please select one option below.	<ul style="list-style-type: none"> • Black Males –0% • Latino Males –0% • Black & Latino Males -6.1% • Males of Color – 4.1% • All Males –0% • Latino Males and Females – 2.0% • Black Males and Females –0% • Males and Females of Color – 12.2% • All (Females and Males of all ethnicities) –34.7% 		
Does your organization provide direct services?		98%	2%
If you chose yes above, please indicate the type of direct services you provide below. Please select up to three options below.	<ul style="list-style-type: none"> • Academic Support/Tutoring – 22.4% • Afterschool /Out of School time Programming –24.5% • Arts – 2.0% • Career Exposure/Training –22.4% • Counseling/Mental Health – 12.2% • Culture – 6.1% • Enrichment (Expanded Learning) Opportunities –10.2% • Family Support/Social Services – 26.5% • Health -8.2% • Leadership/Civic Engagement – 20.4% • Life Skills – 24.5% • Mentoring – 36.7% • Sports and Physical Activity – 24.5% • Direct Service Other – 10.2% 		
Does your organization provide advocacy/community organizing?		53.1%	46.9%
If you chose yes above, please indicate the type of advocacy/community organizing support you provide below. Please select up to three options below.	<ul style="list-style-type: none"> • Community Education –34.7% • Community Engagement –36.7% • Educational Advocacy – 8.2% • Legal Advocacy –6.1% • Legislative Advocacy –16.3% • Social Advocacy –30.6% • Advocacy Other –8.2% 		
Does your organization/program focus on any of the following life outcome categories? Please select up to three options.	<ul style="list-style-type: none"> • Education (educational equity, quality, and attainment) – 53.1% • Work (career opportunities, income equity, attachment and engagement) – 61.2% • Safety (Crime, violence, justice) – 40.8% • Health (health equity and health status, mental health) – 53.1% • Family (family functioning, nurturing, basic needs and social support) – 32.7% 		
What is your organization's approximate annual budget this year?	<ul style="list-style-type: none"> • N/A – 6.1% • Less than \$500K –30.6% • \$500K up to \$1M –10.2% • \$1M up to \$3M –32.7% • \$3M up to \$5M –4.1% • \$5M up to \$10M –6.1% 		

	<ul style="list-style-type: none"> • \$10M or greater – 10.2%
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Roxbury			
	Multiple Choice Response	Yes	No
Does your organization focus on young Black and Latino Males in its programming?		58.7%	41.3%
If yes, please indicate your organization's focus area below. Please select one option below.	<ul style="list-style-type: none"> • Black Males –0% • Latino Males –0% • Black & Latino Males -4.8% • Males of Color –3.2% • All Males –1.6% • Latino Males and Females –3.2% • Black Males and Females –0% • Males and Females of Color – 12.7% • All (Females and Males of all ethnicities) –33.3% 		
Does your organization provide direct services?		93.7%	6.3%
If you chose yes above, please indicate the type of direct services you provide below. Please select up to three options below.	<ul style="list-style-type: none"> • Academic Support/Tutoring – 27% • Afterschool /Out of School time Programming –28.6% • Arts – 6.3% • Career Exposure/Training –19% • Counseling/Mental Health – 12.7% • Culture – 1.6% • Enrichment (Expanded Learning) Opportunities –7.9% • Family Support/Social Services – 23.8% • Health -7.9% • Leadership/Civic Engagement – 19% • Life Skills – 23.8% • Mentoring – 28.6% • Sports and Physical Activity – 25.4% • Direct Service Other – 11.1% 		
Does your organization provide advocacy/community organizing?		46%	54%
If you chose yes above, please indicate the type of advocacy/community organizing support you provide below. Please select up to three options below.	<ul style="list-style-type: none"> • Community Education –27.0% • Community Engagement –34.9% • Educational Advocacy – 7.9% • Legal Advocacy –6.3% • Legislative Advocacy –14.3% • Social Advocacy –27.0% • Advocacy Other –4.8% 		
Does your organization/program focus on any of the following life outcome categories? Please select up to three options.	<ul style="list-style-type: none"> • Education (educational equity, quality, and attainment) – 54.0% • Work (career opportunities, income equity, attachment and engagement) – 63.5% • Safety (Crime, violence, justice) – 39.7% • Health (health equity and health status, mental health) – 44.4% • Family (family functioning, nurturing, basic needs and social support) – 33.3% 		
What is your organization's approximate annual budget this year?	<ul style="list-style-type: none"> • N/A – 9.5% • Less than \$500K – 30.2% • \$500K up to \$1M –12.7% • \$1M up to \$3M –28.6% • \$3M up to \$5M –7.9% 		

	<ul style="list-style-type: none"> • \$5M up to \$10M –3.2% • \$10M or greater – 7.9%
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South End		Yes	No
	Multiple Choice Response		
Does your organization focus on young Black and Latino Males in its programming?		54.5%	45.5%
If yes, please indicate your organization's focus area below. Please select one option below.	<ul style="list-style-type: none"> • Black Males –0% • Latino Males –0% • Black & Latino Males -0% • Males of Color – 6.1% • All Males –0% • Latino Males and Females –0% • Black Males and Females –0% • Males and Females of Color – 12.1% • All (Females and Males of all ethnicities) –36.4% 		
Does your organization provide direct services?		97%	3%
If you chose yes above, please indicate the type of direct services you provide below. Please select up to three options below.	<ul style="list-style-type: none"> • Academic Support/Tutoring – 30.3% • Afterschool /Out of School time Programming –21.2% • Arts – 9.1% • Career Exposure/Training –21.2% • Counseling/Mental Health – 18.2% • Culture – 6.1% • Enrichment (Expanded Learning) Opportunities – 9.1% • Family Support/Social Services –24.2% • Health -15.2% • Leadership/Civic Engagement – 15.2% • Life Skills – 18.2% • Mentoring – 27.3% • Sports and Physical Activity – 18.2% • Direct Service Other – 12.1% 		
Does your organization provide advocacy/community organizing?		45.5%	54.5%
If you chose yes above, please indicate the type of advocacy/community organizing support you provide below. Please select up to three options below.	<ul style="list-style-type: none"> • Community Education –27.3% • Community Engagement –36.4% • Educational Advocacy – 9.1% • Legal Advocacy –3.0% • Legislative Advocacy –6.1% • Social Advocacy –30.3% • Advocacy Other –3.0% 		
Does your organization/program focus on any of the following life outcome categories? Please select up to three options.	<ul style="list-style-type: none"> • Education (educational equity, quality, and attainment) – 57.6% • Work (career opportunities, income equity, attachment and engagement) – 54.5% • Safety (Crime, violence, justice) – 45.5% • Health (health equity and health status, mental health) –54.4% • Family (family functioning, nurturing, basic needs and social support) – 39.4% 		
What is your organization's approximate annual budget this year?	<ul style="list-style-type: none"> • N/A – 9.1% • Less than \$500K –27.3% • \$500K up to \$1M –6.1% • \$1M up to \$3M –27.3% • \$3M up to \$5M –9.1% 		

	<ul style="list-style-type: none"> • \$5M up to \$10M –9.1% • \$10M or greater –12.1%
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Jamaica Plain			
	Multiple Choice Response	Yes	No
Does your organization focus on young Black and Latino Males in its programming?		54.5%	45.5%
If yes, please indicate your organization's focus area below. Please select one option below.	<ul style="list-style-type: none"> • Black Males –0% • Latino Males –0% • Black & Latino Males -2.3% • Males of Color – 4.5% • All Males –0% • Latino Males and Females –4.5% • Black Males and Females –0% • Males and Females of Color – 6.8% • All (Females and Males of all ethnicities) –36.4% 		
Does your organization provide direct services?		95.5%	4.5%
If you chose yes above, please indicate the type of direct services you provide below. Please select up to three options below.	<ul style="list-style-type: none"> • Academic Support/Tutoring – 27.3% • Afterschool /Out of School time Programming – 20.5% • Arts – 6.8% • Career Exposure/Training – 20.5% • Counseling/Mental Health – 18.2% • Culture – 4.5% • Enrichment (Expanded Learning) Opportunities –13.6% • Family Support/Social Services – 18.2% • Health -11.4% • Leadership/Civic Engagement – 18.2% • Life Skills – 22.7% • Mentoring – 29.5% • Sports and Physical Activity –27.3% • Direct Service Other – 11.4% 		
Does your organization provide advocacy/community organizing?		36.4%	63.6%
If you chose yes above, please indicate the type of advocacy/community organizing support you provide below. Please select up to three options below.	<ul style="list-style-type: none"> • Community Education –22.7% • Community Engagement –29.5% • Educational Advocacy -- 9.1% • Legal Advocacy –2.3% • Legislative Advocacy –4.5% • Social Advocacy –22.7% • Advocacy Other –4.5% 		
Does your organization/program focus on any of the following life outcome categories? Please select up to three options.	<ul style="list-style-type: none"> • Education (educational equity, quality, and attainment) – 59.1% • Work (career opportunities, income equity, attachment and engagement) – 59.1% • Safety (Crime, violence, justice) – 34.1% • Health (health equity and health status, mental health) –56.8% • Family (family functioning, nurturing, basic needs and social support) – 22.7% 		
What is your organization's approximate annual budget this year?	<ul style="list-style-type: none"> • N/A – 11.4% • Less than \$500K –31.8% • \$500K up to \$1M –9.1% • \$1M up to \$3M –25.0% • \$3M up to \$5M –4.5% • \$5M up to \$10M –9.1% 		

	<ul style="list-style-type: none"> • \$10M or greater –9.1%
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Allston			
	Multiple Choice Response	Yes	No
Does your organization focus on young Black and Latino Males in its programming?		55%	45%
If yes, please indicate your organization's focus area below. Please select one option below.	<ul style="list-style-type: none"> • Black Males –0% • Latino Males –0% • Black & Latino Males -0% • Males of Color – 10% • All Males –0% • Latino Males and Females –0% • Black Males and Females –0% • Males and Females of Color – 5% • All (Females and Males of all ethnicities) –5% 		
Does your organization provide direct services?		95%	5%
If you chose yes above, please indicate the type of direct services you provide below. Please select up to three options below.	<ul style="list-style-type: none"> • Academic Support/Tutoring – 35% • Afterschool /Out of School time Programming –30% • Arts – 5% • Career Exposure/Training –10% • Counseling/Mental Health – 15% • Culture – 10% • Enrichment (Expanded Learning) Opportunities –20% • Family Support/Social Services – 15% • Health -10% • Leadership/Civic Engagement – 20% • Life Skills – 20% • Mentoring – 30% • Sports and Physical Activity –5% • Direct Service Other – 5% 		
Does your organization provide advocacy/community organizing?		40%	60%
If you chose yes above, please indicate the type of advocacy/community organizing support you provide below. Please select up to three options below.	<ul style="list-style-type: none"> • Community Education –25% • Community Engagement –35% • Educational Advocacy – 15% • Legal Advocacy –0% • Legislative Advocacy –5% • Social Advocacy –25% • Advocacy Other –5% 		
Does your organization/program focus on any of the following life outcome categories? Please select up to three options.	<ul style="list-style-type: none"> • Education (educational equity, quality, and attainment) – 70% • Work (career opportunities, income equity, attachment and engagement) – 70% • Safety (Crime, violence, justice) – 30% • Health (health equity and health status, mental health) – 45% • Family (family functioning, nurturing, basic needs and social support) –25% 		
What is your organization's approximate annual budget this year?	<ul style="list-style-type: none"> • N/A – 10% • Less than \$500K –25% • \$500K up to \$1M –10% • \$1M up to \$3M –20% • \$3M up to \$5M –10% • \$5M up to \$10M –10% 		

	<ul style="list-style-type: none"> • \$10M or greater – 15%
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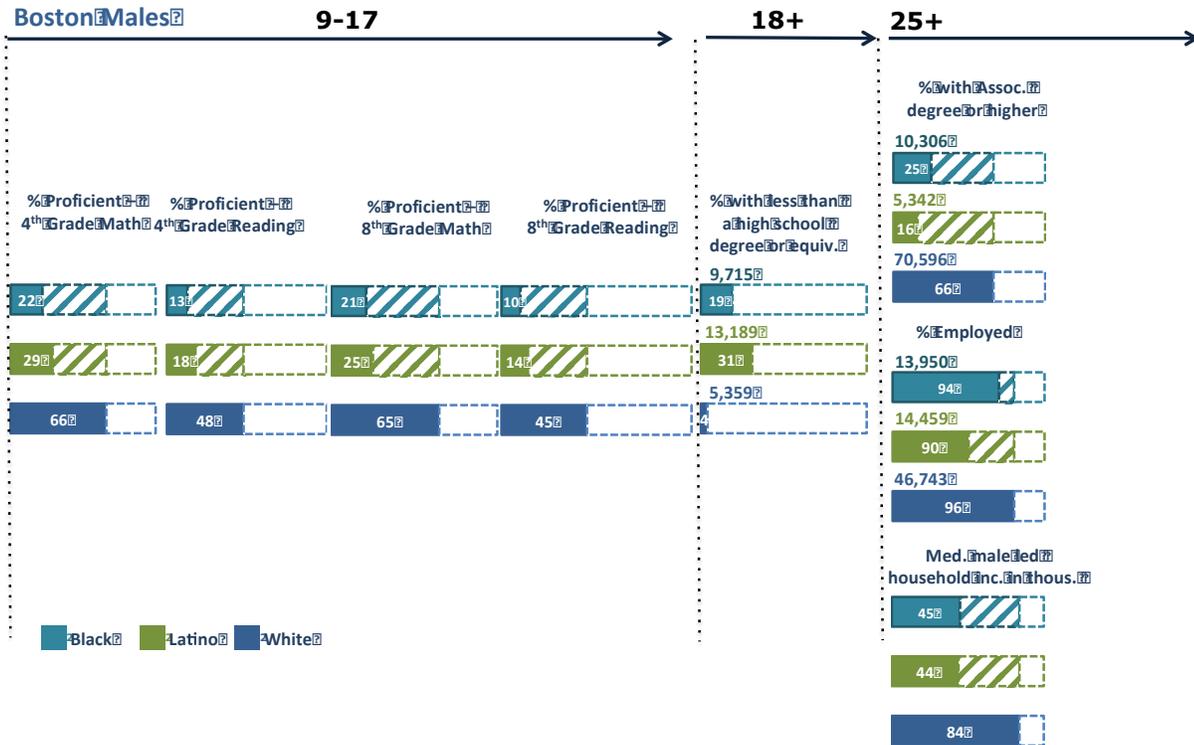
Brighton			
	Multiple Choice Response	Yes	No
Does your organization focus on young Black and Latino Males in its programming?		59.1%	40.9%
If yes, please indicate your organization's focus area below. Please select one option below.	<ul style="list-style-type: none"> • Black Males –0% • Latino Males –0% • Black & Latino Males -0% • Males of Color – 9.1%0% • All Males –0% • Latino Males and Females –0% • Black Males and Females –0% • Males and Females of Color – 0% • All (Females and Males of all ethnicities) –500025 		
Does your organization provide direct services?		100%	0%
If you chose yes above, please indicate the type of direct services you provide below. Please select up to three options below.	<ul style="list-style-type: none"> • Academic Support/Tutoring – 36.4% • Afterschool /Out of School time Programming – 27.3% • Arts – 0% • Career Exposure/Training –13.6% • Counseling/Mental Health – 13.6% • Culture – 4.5% • Enrichment (Expanded Learning) Opportunities –18.2% • Family Support/Social Services – 22.7% • Health -9.1% • Leadership/Civic Engagement –13.6% • Life Skills – 27.3% • Mentoring – 31.8% • Sports and Physical Activity –4.5% • Direct Service Other – 9.1% 		
Does your organization provide advocacy/community organizing?		45.5%	54.5%
If you chose yes above, please indicate the type of advocacy/community organizing support you provide below. Please select up to three options below.	<ul style="list-style-type: none"> • Community Education –22.7% • Community Engagement –36.4% • Educational Advocacy – 13.6% • Legal Advocacy –0% • Legislative Advocacy –4.5% • Social Advocacy –36.4% • Advocacy Other –0% 		
Does your organization/program focus on any of the following life outcome categories? Please select up to three options.	<ul style="list-style-type: none"> • Education (educational equity, quality, and attainment) – 63.6% • Work (career opportunities, income equity, attachment and engagement) – 68.2% • Safety (Crime, violence, justice) – 36.4% • Health (health equity and health status, mental health) –40.9% • Family (family functioning, nurturing, basic needs and social support) – 36.4% 		

What is your organization's approximate annual budget this year?	<ul style="list-style-type: none">• N/A – 13.6%• Less than \$500K –18.2%• \$500K up to \$1M –4.5%• \$1M up to \$3M –27.3%• \$3M up to \$5M –9.1%• \$5M up to \$10M –9.1%• \$10M or greater – 18.2%
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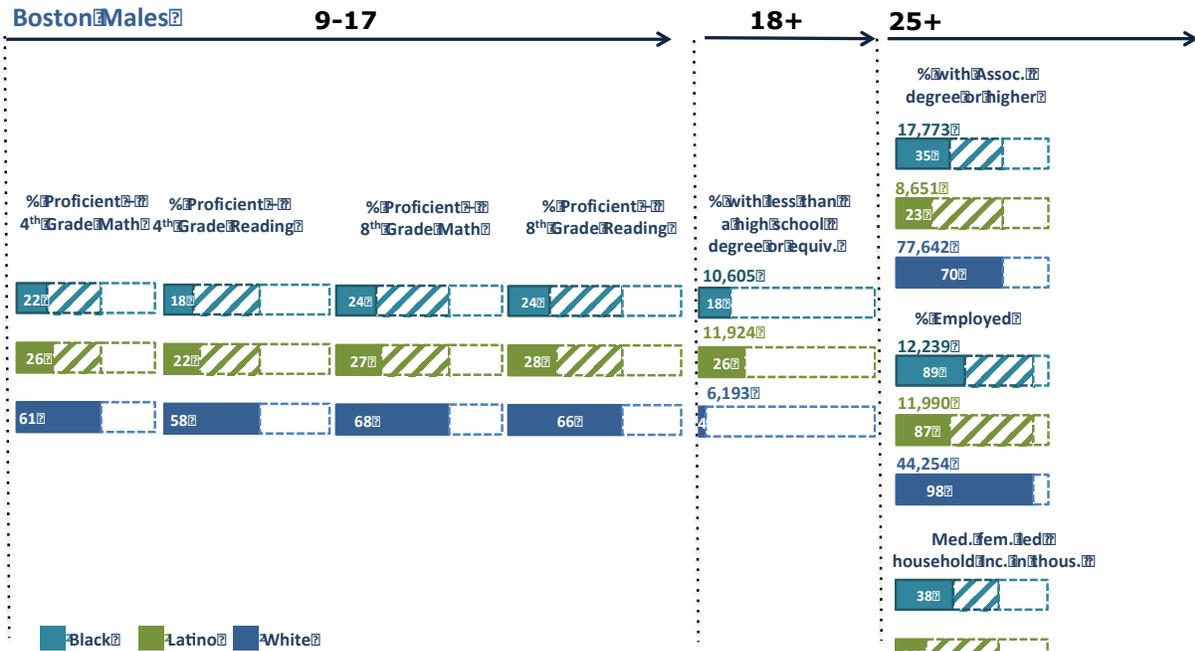
Appendix B. Boston Education & Employment Indicators

Males

Opportunity in Boston by Race and Gender: Snapshot (2013)



Opportunity in Boston by Race and Gender: Snapshot (2013)



Appendix C. Full List of Boston-based Mapped Organizations

10 Boys Initiative high schools
826 Boston
ABCD
ABCD Dorchester NSC
ABCD Elm Hill FSC
ABCD Jamaica Plain APAC
ABCD JFK FSC
ABCD Parker Hill/Fenway NSC
ABCD South Boston Action Center
ABCD South End NSC
AFC Mentoring
All Dorchester Sports League - ADSL Summer Fun and Fitness Program
Alliance for Inclusion and Prevention
Allston Brighton APAC
Alternatives for Community and Environment (ACE)
Artists for Humanity Youth Arts Enterprise
Asian Civic Association
Asian Community Development Corporation (CDC)
B.O.L.D. Teens
BCYF Blackstone Community Center
BCYF Boston R.O.C.K.S Program
BCYF Central Office
BCYF Charlestown Community Center
BCYF Cleveland Community Center
BCYF Condon Community Center
BCYF Curley Community Center
BCYF Curtis Hall Community Center
BCYF Foundation
BCYF Gallivan Community Center
BCYF Grove Hall Community Center: Girls START Program
BCYF Hennigan Community Center
BCYF Holland Community Center
BCYF Hyde Park Comm Center: After School Tutoring and Enrichment
BCYF Jackson Mann Comm Center
BCYF Leahy-Holloran Community Center
BCYF Madison Park- Central
BCYF Menino Community Center
BCYF Mildred Ave Community Center
BCYF Nazzaro Center
BCYF Ohrenberger Community Center
BCYF Paris Street Community Center

BCYF Perkins Community Center
BCYF Pino Community Center
BCYF Quincy Community Center
BCYF Roche Community Center
BCYF Roslindale Community Center
BCYF Shelburne Community Center
BCYF Streetworker Program
BCYF Tobin Community Center
BCYF Tynan Community Center
BCYF Vine Street Community Center
BCYF- Super Teens
BELL (BELL Building Educated Leaders for Life)
Big Brothers Big Sisters of Mass Bay
Bikes not Bombs Pathways
Black & Latino Collaborative
Black Ministerial Alliance of Greater Boston- Boston Capacity Tank
Boston Afterschool and Beyond Summer Learning Project
Boston Alliance for Gay and Lesbian Youth: BAGLY
Boston Center Youth and Families (BCYF)
Boston Chinatown Neighborhood Center
Boston Foundation- StreetSafe
Boston Foundation- Youth Policy Initiative
Boston Higher Education Resource Center (HERC)
Boston LISC- Community Safety Initiative
Boston Medical Center- Violence Intervention Advocacy Program
BOSTON NAACP- Summer Job Pipeline to Leadership Program
BOSTON NATURAL AREAS NETWORK- Youth Conservation Corps
Boston Opportunity Agenda
Boston Partners in Education
Boston Plan for Excellence (BPE)
Boston Police Department- Boston Strategy to Prevent Youth Violence
Boston Police Department- BPD/Homicide and Firearms
BOSTON PROJECT MINISTRIES
Boston Public Health Commission
Boston United Track & Cross Country Club
Boston University- Get Ready 3 sites
Boston VIP (Violence Intervention and Prevention Initiative)
Boston Youth Organizing Project (BYOP)
Boston Youth Sanctuary
Boston Youth Symphony Orchestra
Boston Youth Wrestling
Bowdoin St Health Center
Boy Scouts of America - Minuteman Council

BOYS & GIRLS CLUBS OF BOSTON
BOYS & GIRLS CLUBS OF BOSTON- Charlestown Club- Basketball Program
BOYS & GIRLS CLUBS OF BOSTON- Dorchester
BOYS & GIRLS CLUBS OF BOSTON- Franklin Hill Club
BOYS & GIRLS CLUBS OF BOSTON- Orchard Gardens Club
BOYS & GIRLS CLUBS OF BOSTON- Salesian Club
BOYS & GIRLS CLUBS OF BOSTON- South Boston
BOYS & GIRLS CLUBS OF BOSTON- The Blue Hill Club
BOYS & GIRLS CLUBS OF BOSTON- Walter Denney Youth Center
BOYS & GIRLS CLUBS OF BOSTON- West End House
BOYS & GIRLS CLUBS OF BOSTON- Yawkey Club
BPHC Boston Area Health Education Center
BPHC Boston REACH: Partners in Health and Housing
BPHC Partnerships to Improve Community Health (PICH)
BPHC Peer Leadership Institute
BPS Acceleration Agenda
BPS Horace Mann School for the Deaf and Hard of Hearing
BRIDGE BOSTON CHARTER SCHOOL-Summer Prog
Bridge Over Troubled Waters
Brookside Community Health Center
BROOKVIEW HOUSE
buildOn
CAMFIELD TENANTS ASSOCIATION, INC. (CTA)
CAPE VERDEAN COMMUNITY UNIDO (CVC UNIDO)- Youth Leadership Acad
CASTLE SQUARE TENANTS ORGANIZATION
Catholic Charitable Bureau of the Archdiocese of Boston- Teen Center at St. Peter's
Catholic Charities of the Archdiocese of Boston
Catholic Charities of the Archdiocese of Boston Laboure Center
Catholic Charities of the Archdiocese of Boston-EI CENtro del Cardenal Youth Educ Prog
CENTER FOR COMMUNITY HEALTH EDUCATION RESEARCH
Center for Law and Education
Center for Teen Empowerment
Center for the Study of Sport in Society NEU
Center to Support Immigrant Organizing
Centro Presente
CHARLESTOWN SUBSTANCE ABUSE COALITION- Turn It Around
CHILDREN'S SERVICE OF ROXBURY
Chung Changing Lives, Inc.- Summer Music Academy for Real Teens (SMART)
Citi Performing Arts Center
Citizen Schools
City Mission Society
City of Boston- Youth Fund
CITY OF BOSTON: BOSTON PARKS & RECREATION DEPARTMENT- Park Arts

CITY OF BOSTON: BOSTON PARKS & RECREATION DEPARTMENT- Recreation: Baseball Citywide Baseball League
CITY OF BOSTON: BOSTON PARKS & RECREATION DEPARTMENT- Recreation: White Stadium Sports Center
CITY OF BOSTON: BPHC Start Strong Initiative
CITY OF BOSTON: BPHC Youth Development Network
CITY OF BOSTON: BPS Boston Day & Evening Academy
CITY OF BOSTON: BPS Culinary Arts Program
CITY OF BOSTON: BPS Custodial Support Program
CITY OF BOSTON: BPS Strive Program Central Office
CITY OF BOSTON: BPS Strive: Automotive Detailing Program
CITY OF BOSTON: BPS STRIVE: Bicycle Mechanics Program
CITY OF BOSTON: BPS STRIVE: Citi Cycle Program
CITY OF BOSTON: BPS STRIVE: Counselors in Training Program
CITY OF BOSTON: BPS STRIVE: Document Imaging Service Center- D.I.S.C
CITY OF BOSTON: BPS STRIVE: Early Childhood Education Assistant Program
CITY OF BOSTON: BPS STRIVE: Facilities Maintenance Program
CITY OF BOSTON: BPS STRIVE: Recreation Assistant Program
CITY OF BOSTON: BPS STRIVE: SILK Screen/Graphic Design Program
City of Boston: Department of Jobs and Community Services- Youth Programs
CITY OF BOSTON: DEPARTMENT OF NEIGHBORHOOD DEVELOPMENT (DND)
CITY OF BOSTON: Department of Youth Engagement and Employment
CITY OF BOSTON: OFFICE OF ARTS, TOURISM, & SPECIAL EVENTS- Mayor's Mural Crew
City of Boston: Operation Exit
City Year - Whole School Whole Child (Service Impact)
Coaching For Change, Inc. - Expanding learning opportunities through mentoring
Coalition of Schools Educating Boys of Color (COSEBOC)
Codman Square Brotherhood Project
Codman Square Health Center
Codman Square Neigh Dev Corp - Poder Latino
College Bound Dorchester, Inc.
Commonwealth of Massachusetts: Supreme Judicial Court - Judicial Youth Corps
Community Providers of Adolescent Services (COMPASS)- After School Action Program (ASAP)
Community Service Care- Families Creating Together
Company One Theatre- Production Apprenticeship
Concerned Black Men of Boston
Courageous Sailing Center of Boston
Diamond Educators
Dimock Community Health Center
Dive Kulture
Doc Wayne- Do the Good
Dorchester Bay EDC- Dorchester Bay Youth Force
Dorchester House Multi Service Center
Dorchester House Multi-Service Center

Dorchester Winter Guard- Dorchester Youth Winter Guard Summer Spin
Dorchester Youth Collaborative
Dudley St. Neighborhood Initiative (DSNI)
Dudley Street Neighborhood Charter School
East Boston Central Catholic School
East Boston Ecumenical Community Council
East Boston Main Streets
East Boston Neighborhood Health Center- Let's Get Movin'
East Boston Social Centers- Boston Youth Network
EDCO Youth Alternative
EduSports Inc.
Ellis Memorial
Emerald Necklace Conservancy- Youth Leadership Program
Emmanuel Gospel Center- Youth Violence Systems Project
Encuentro Diaspora Afro
ESAC GED Plus
Family Service of Greater Boston
Fathers Uplift
Fenway Community Health Center
Fourth Presbyterian Church
Franklin Park Coalition - Summer Youth Conservation Crew
Freedom House - PUSH High School Summer Institute
Friends of the Children
Garret Pressley Autism Resource Center- Successful Advocacy and Social Skills for Youth
Gavin Foundation, Inc- Walsh Center
Geiger Gibson Community Health Center
Generations Incorporated
Global Ministries Christian Church
Global Potential
Greater Love Tabernacle Church
Grove Hall Child Development Center
Haitian American Public Health Initiatives- Haitian School Success Program (HSSP)
Haley House Bakery/Cafe
Harriet Tubman House
Harvard St Neighborhood Health Center
Hawthorne Youth and Community Center
Health Resources in Action
Here-in Our Motives Evolve, Inc. - Teen TV Summer Intensive
Higher Ground
Hispanic Black Gay Coalition- Mentorship Program
Hyams Foundation- Teen Futures Initiative
Hyde Park Arts Association
Hyde Park Main Streets

Hyde Square Task Force
Inquilinos Boriquas en Accion Youth Development Program
Institute for Global Youth Development
Institute for Pan African Cultural Education, The (PACE)- Straight A's Leadership Summer Program
Jamaica Plain Centre South Main Streets
Jamaica Plain Regan Youth League
JFY Networks
Jobs for the Future - Pathways Through Postsecondary Education
Joseph M. Smith Community Health Center
Kaimoku! - Kaimoku Open Your Eyes
KeySteps
King K-8 School
Kwong Kow Chinese School- Afterschool Program
Latino STEM Alliance
Lenny Zakim Fund
Louis D Brown Peace Institute
MA Appleseed Center for Law and Justice
MA Department of Health- MA Youth Violence Prevention Program
Madison Park Development Corp
Manny Wilson Basketball League
Mass Mentoring Partnership
Massachusetts Executive Office of Public Safety and Security- Shannon Community Safety Initiative
Massachusetts Advocates for Children
Massachusetts Alliance on Teen Pregnancy
Massachusetts Children's Alliance
Massachusetts Coalition for Occupational Safety and Health- Teens Lead at Work
MathPOWER
Mattahunt Community Center - Wheelock College- PUSH Academy
Mattapan Community Health Center
Mayor's Office of Health and Human Services- Mayor's Mentoring Movement
Mayors Youth Council
Medicine Wheel Productions- Summer Youth Public Art Internship/Dance the Dream
MENTOR: The National Mentoring Partnership
MetaMovements, LLC- Salsa in the South End
Metro Boston Alive- Educating Minds Mentorship Basketball League
MissionSAFE Roxbury
More Than Words
Morgan Memorial Goodwill (Youth Initiative)
Mothers for Justice & Equality (MJE)
Music and Youth
Muslim Athletic League, Inc.
Neighborhood of Affordable Housing (East Boston)
Neponset Health Center

New Boston Pride Committee
Nexus Alliance
North End Music & Performing Art Center
North End Waterfront Health
Notre Dame Education Center
Office of Human Services- B-Smart Initiative
Osiris
Paige Academy
Partners for Youth with disabilities
Partnership Advancing Communities Together (PACT)
Pathway to Redemption & Hoopz Excellence
Peace First
Phillips Brooks House Assoc- South Boston Outreach Summer
Popes Hill Neighborhood Association- Arts in the Park
Press Pass TV- Media Leadership Institute
Private Industry Council
Project Hip Hop
Project R.I.G.H.T.
Pyramid Builders Associates
Quincy Street Missional Mentoring
Resilient Coders- Resilient Coders
Riverside Theater Works - Broadway Boot Camp
Roca
Round Table, Inc.
Roxbury Multi-Service Center
Roxbury Presbyterian Church Social Impact Center Inc.
Roxbury Tenants of Harvard
Roxbury Youthworks (253 Roxbury St)
Roxbury Youthworks (27 Center St)
Roxbury Youthworks (425 Harvard St)
Roxbury Youthworks (57 Savin Hill Ave)
Roxbury Youthworks (622 Washington St)
Roxbury Youthworks (891 Hyde Park Ave)
Roxbury Youthworks (30 Dimock St)
Saint Mark Catholic Parish- St. Mark Wainwright Park Fun Program
Salvation Army - KROC Community Center
Salvation Army - South End Corps
Social Emotional Learning for Families
Sociedad Latina
South Boston Community Health Center- Young at Arts
South Boston En Accion
South Boston Neighborhood House
South End Community Health Center- Power Up

South End Technology Center
South Street Youth Center
Southern Jamaica Plain Health Center
Southwest Boston CDC - Hyde Park Green Team
Spontaneous Celebrations- Beantown Society
Sportsmen's Tennis & Enrichment Center
St. Stephen's Youth Programs
STRIVE Program- Animal Rescue League
Talented And Gifted Latino Program & Hispanic Writers Week
Teen Challenge New England, Inc.- Teen Challenge Boston- Summer Outreaches
Ten Point Coalition
TENACITY
The 7th Element
The BASE
The Boston Youth Service Network
The City School- Pathways to Change
The Fishing Academy
The Food Project
The Record Company
The Young People's Project- Math Literacy Worker
Theater Offensive
Third Sector New England, Inc. - Future Chefs
Trinity Boston Foundation
Union Of Minority Neighborhoods
Unitarian Universalist Urban Ministry
United Somali Youth, Inc.
United Way of Massachusetts Bay and Merrimack Valley
Upham's Corner Community Center: Bird Street Community Center
Upham's Corner DRAMA Camp
Upham's Corner Health Center
Urban League
Urban PRIDE
Urbano Project
Visions, Inc. - The Legacy Project
Weatoc Inc.
West Roxbury Main Streets
Whittier Street Health Center- DecisionArts
Write Boston
Write Boston- Boston International High School
Write Boston- English High
Year Up
YES (Youth Enrichment Services)
YMCA of Greater Boston

YMCA of Greater Boston Achievers
YMCA of Greater Boston- Dorchester
YMCA of Greater Boston- East Boston
YMCA of Greater Boston- Huntington Avenue
YMCA of Greater Boston- Menino (Hyde Park)
YMCA of Greater Boston- Oak Square
YMCA OF GREATER BOSTON- Roxbury
YMCA of Greater Boston- Wang-Chinatown
YMCA of Greater Boston- West Roxbury
Young Men Success Series, Boston
Young People's Project - Math Literacy Project
Youth & Family Enrichment Services
Youth Build Boston
Youth Design Inc.
Youth Lead the Change- Participatory Budgeting Process
Youth Options Unlimited (Y.O.U.)
Youth Transitions Task Force
Youth/Police Dialogues
YouthConnect
YouthWorks
YWCA Boston
Zoo New England- Teen Ambassadors
ZUMIX- Hands-On Youth Development Program

Appendix D. Organizational and Program Survey

Survey Questions

Introduction

We, in the City of Boston, are lucky to have a broad range of programs and services such as yours working to improve the conditions and life outcomes of children and youth. In order to gain a fuller picture of the types of services and supports available to Young Black and Latino Males in particular, we are asking you to participate in phase one of the project: **Mapping Boston: Programs and Their Capacity to Improve Life Outcomes for Young Black and Latino Males.**

The Mapping Boston project was developed by a collaboration that includes the Black and Latino Collaborative, Boston-based nonprofit research and consulting firm Root Cause, and Dr. James Jennings, Professor of Urban and Environmental Policy and Planning at Tufts University, with funding from The Barr Foundation and The Hyams Foundation. During phase one, we are collecting data to develop a summary of the young Black and Latino male serving organizations in the city. Your organization has been identified as one that serves communities of color in general, or young males in specific. The survey is organized in two parts: one that asks basic profile questions on your organization, and a second part that asks more in depth questions about the work. Responses are confidential. Any and all information shared on this survey will be reported in aggregate form only (group data), with no identifiers. In order to make this process more efficient, we have pre-filled the information in the first section for you based on information available on line. Please go through and verify the information we have collected and make any edits necessary.

The survey should take approximately 15 minutes to complete. Please reach out to Rebecca at rcoleman@rootcause.org with any questions that come up about the survey.

Thank you in advance for your time and consideration!

Profile Information

1) Please verify the below contact information for your organization.

Executive Director/Primary Contact First Name:

Executive Director/Primary Contact Last Name:

Organization Name: _____

Email Address: _____

Phone Number: _____

Website URL: _____

2) Does your organization focus on young Black and Latino Males in its programming?

() Yes

No

3) If yes, please indicate your organization's focus area below.

Please select one option below.

- Black Males
- Latino Males
- Black & Latino Males
- Males of Color
- All Males
- Latino Males and Females
- Black Males and Females
- Males and Females of Color
- All (Females and Males of all ethnicities)

4) Does your organization target/focus on any other relevant population characteristic in its programming? (E.g. court involved youth, early childhood, children with disabilities, etc.).

- Yes
- No

5) If you chose yes above, please select the additional population groups you target below.

Please select up to three options below.

- General Early Childhood (Birth -8)
- General Children and youth (5-18)
- General Youth (14-24)
- General Males
- Males of Color (Black/Latino and other)
- At/High Risk Early Childhood (Birth -8)
- High Risk Children and Youth 5-18 (Academically Underperforming)
- High Risk Children and Youth 5-18 (Social/Delinquency)
- High Risk Youth 14-24 (Academically Underperforming)
- High Risk Youth 14-24 (Social/Delinquency)
- Children/Youth w/Disabilities
- English Language/Dual Language Learners
- Opportunity Youth
- Court Involved
- Delinquent/Other behavioral
- Foster Care/DCF involved
- Recent arrival/Immigrant Children and youth
- Other: _____

6) Does your organization provide direct services?

- Yes
- No

7) If you chose yes above, please indicate the type of direct services you provide below.

Please select up to three options below.

- Academic Support/Tutoring
- Afterschool /Out of School time Programming
- Arts
- Career Exposure/Training
- Counseling/Mental Health
- Culture
- Enrichment (Expanded Learning) Opportunities
- Family Support/Social Services
- Health
- Leadership/Civic Engagement
- Life Skills
- Mentoring
- Sports and Physical Activity
- Direct Service Other: _____

8) Does your organization provide advocacy/community organizing?

- Yes
- No

9) If you chose yes above, please indicate the type of advocacy/community organizing support you provide below.

Please select up to three options below.

- Community Education
- Community Engagement
- Educational Advocacy
- Legal Advocacy
- Legislative Advocacy
- Social Advocacy
- Advocacy Other: _____

10) What is your organization's primary category?

Please select one.

- Academia: Academic institutions
- Business: For Profit Corporations

- Business: For-profit social enterprise
- Business: Small business/entrepreneur
- Community Based/Grassroots: Local community groups (not registered as a nonprofit) and individual community leaders and residents
- Faith Based: Church, temple, mosque, synagogue, and faith-based affinity group
- Government: Federal department/agency/program
- Government: Local government department/agency/program
- Government: State department/agency/program
- Nonprofit: community-based organization
- Nonprofit: national organization
- Nonprofit: Social enterprises
- Philanthropy: Private Foundation
- Philanthropy: Public Foundation/Charity
- School: Public, charter, and private schools and school districts
- Other: _____

11) What is your organization's approximate annual budget this year?

12) What was your organization's approximate annual budget last year?

13) How many FTE/paid staff members does the organization have this year?

14) How many FTE/paid staff members did the organization have last year?

Questions about your organization's efforts and outcomes

15) What percent of your work is directly focused on young Black and Latino males? (Work which is primarily dedicated to serving the needs of young Black and Latino males.)

Please select one option below.

- Up to 20%
- 21-40%
- 41-60%
- 61-80%
- 81-100%

16) What percent of your work is indirectly focused on young Black and Latino males? (Work that includes serving the needs of young Black and Latino males; should be higher than range selected in previous question.)

Please select one option below.

- Up to 20%
- 21-40%
- 41-60%
- 61-80%
- 81-100%

17) In which neighborhoods/communities do you provide services?

Please select all that apply.

- Allston
- Back Bay
- Boston (Citywide)
- Brighton
- Charlestown
- Chinatown
- Dorchester
- East Boston
- Fenway
- Hyde Park
- Jamaica Plain
- Mattapan
- Mid/North Dorchester
- Mission Hill
- North End
- Roslindale
- Roxbury
- South Boston
- South End
- West End
- West Roxbury
- Massachusetts (state-wide)
- Greater Boston (Additional cities and towns outside Boston)

18) Does your organization/program focus on any of the following life outcome categories?

Please select up to three options.

- Education (educational equity, quality, and attainment)

- Work (career opportunities, income equity, attachment and engagement)
- Safety (Crime, violence, justice)
- Health (health equity and health status, mental health)
- Family (family functioning, nurturing, basic needs and social support)

19) Does your organization explicitly consider the unique needs of Black and Latino male youth in its program planning and operations?

- Yes
- No

20) If yes, please list up to three major examples of how/where program does this. (E.g. program provides staff training on the challenges facing young Black and Latino males; Program ensures that staff reflect the backgrounds of the children enrolled; Program uses social skills curriculum that has been developed for young Black and Latino males, etc.)

Example 1: _____

Example 2: _____

Example 3: _____

21) How many Black and Latino male youth did your organization/program impact/serve in the past year?

22) How many Black and Latino male youth does your organization/program estimate it will impact/serve during the current year?

23) Does your organization collect/disaggregate data on the race/ethnicity of the population served?

- Yes
- No

24) If you selected yes above, please select the types of data collected/disaggregated.

Please select all that apply.

- Community Demographics
- Recruitment/Enrollment data
- Demographic data (background and history)
- Participation data (attendance, etc.)
- Outcomes/indicators
- Exit/Follow Up

25) Does your organization collect/disaggregate data on the gender of the population served?

- Yes
- No

26) If you selected yes above, please select the types of data collected/disaggregated.

Please select all that apply.

- Community Demographics
 - Recruitment/Enrollment data
 - Demographic data (background and history)
 - Participation data (attendance, etc.)
 - Outcomes/indicators
 - Exit/Follow Up
-

Thank You!

Thank you for taking our survey. Your response is very important to us.

Survey Participant List

Executive Director/Primary Contact First Name	Executive Director/Primary Contact Last Name	Organization Name
Dr. Carroll	Blake	10 Boys Initiative high schools
Colby	Swettberg	AFC Mentoring
Robert	Kilkenny	Alliance for Inclusion and Prevention
Susan	Rogerson	ARTISTS FOR HUMANITY Youth Arts Enterprise
Janelle	Chan	ASIAN COMMUNITY DEVELOPMENT CORPORATION (CDC)
Keith	Houston	BCYF Blackstone Community Center
Fred	Ahern	BCYF Curley Community Center
Aidee	Pomales	BCYF Grove Hall Community Center:
Martha	Salamanca	BCYF Hennigan Community Center
Rosie	Hanlon	BCYF Jackson Mann Comm Center
Chenault	Terry	BCYF Madison Park- Central
Nicole	DaSilva	BCYF Paris Street Community Center
Helen	Wong	BCYF Quincy Community Center
Diane	Galloway	BCYF Shelburne Community Center
Shawn	Webb	BCYF Streetworker Program
David	Hinton	BCYF Vine Street Community Center
Sue	Bonaiuto	BELL (Building Educated Leaders for Life)
Wendy	Foster	Big Brothers Big Sisters of Mass Bay
Ellen	Bass	Black Ministerial Alliance of Greater Boston- Boston Capacity Tank
Chris	Smith	Boston After School & Beyond
Grace Sterling	Stowell	Boston Alliance of Gay, Lesbian, Bisexual, Transgender Youth (BAGLY, Inc.)
Candice	Cook	BOSTON NATURAL AREAS NETWORK- Youth Conservation Corps
Pamela	Civins	Boston Partners in Education
Sylvain	Bruni	Boston Pride (The New Boston Pride Committee, Inc.)
Kathy	Hamilton	Boston Private Industry Council
Neil	Sullivan	Boston Private Industry Council
Paul	Malkemes	BOSTON PROJECT MINISTRIES
Huy	Nguyen	Boston Public Health Commission
Nicole	Daley	Boston Public Health Commission- Men's Health Crew
Sekou	Dilday	Boston United Track & Cross Country Club
Tania	Mireles	Boston VIP (Violence Intervention and Prevention Initiative)
Roxanne	Longoria	Boston Youth Service Network
José	Valenzuela	Boston Youth Wrestling
Josh	Kraft	BOYS & GIRLS CLUBS OF BOSTON
Pete	Nash	BOYS & GIRLS CLUBS OF BOSTON- Charlestown Club- Basketball Program
John	Nazzaro	BOYS & GIRLS CLUBS OF BOSTON- Salesian Club
Loraine	Spren	BOYS & GIRLS CLUBS OF BOSTON- West End House
Andrea	Swain	BOYS & GIRLS CLUBS OF BOSTON- Yawkey Club
Ra'Shaun	Nalls	BPHC Peer Leadership Institute
Paula	McNichols	Brookside Community Health Center

mercedes	tompkins	BROOKVIEW HOUSE
Jim	Ziolkowski	buildOn
Mary Ann	Lomba	CAPE VERDEAN COMMUNITY UNIDO (CVC UNIDO)- Youth Leadership Acad
Deborah	Rambo	Catholic Charities of the Archdiocese of Boston
Verena	Niederhofer	Catholic Charities of the Archdiocese of Boston-El Centro del Cardenal Youth Educ Prog
Kathleen	Boundy	Center for Law and Education
Dan	Lebowitz	Center for the Study of Sport in Society NEU
Pamela	Ogletree	CHILDREN'S SERVICE OF ROXBURY
Jessica	Alder	CITY OF BOSTON: BPHC Start Strong Initiative
Beatriz	McConnie Zapater	CITY OF BOSTON: BPS Boston Day & Evening Academy
Travis	McCready	Codman Square Brotherhood Project
Sandra	Cotterell	Codman Square Health Center
Gail	Latimore	CODMAN SQUARE NEIGH DEV CORP- Poder Latino
Frederich	Johnson	Concerned Black Men of Boston
Ron	Walker	COSEBOC
Shari	Davis	Department of Youth Engagement and Employment
David	Cohen	Doc Wayne Youth Services
Emmett	Folgert	Dorchester Youth Collaborative
Christopher	Jones	Dudley St. Neighborhood Initiative (DSNI)
Frank	Ramirez	East Boston Ecumenical Community Council
Max	Gruner	EAST BOSTON MAIN STREETS
Ajay	Trivedi	EDCO Youth Alternative
geoffrey	bynoe	Edna V Bynoe Recreation Education Academy
Leo	Delaney	Ellis Memorial
Yvette	Modestin	Encuentro Diaspora Afro
Emily	Litonjua	ESAC GED Plus
Randal	Rucker	Family Service of Greater Boston
Charles	Daniels	Fathers Uplift
Christine	Poff	FRANKLIN PARK COALITION- Summer Youth Conservation Crew
Jeannine	Laing	Franklin Park Tennis Association
Michelle	Harrington	Friends of the Children
John	McGahn	Gavin Foundation, Inc- Walsh Center
Mary Gunn	617-423-5865	Generations Incorporated
Bing	Broderick	Haley House Bakery Cafe
Marchelle	Raynor	Hawthorne Youth and Community Center
Ray	Considine	Health Resources in Action
Alan	Michel	Here-in Our Motives Evolve, Inc. - Teen TV Summer Intensive
Thaddeus	Miles	HoodFit
Angela	Brown	Hyams Foundation- Teen Futures Initiative
Yi-Chin	Chen	Hyde Square Task Force
Vanessa	Calderon-Rosado	IBA
Bwanda	Owen	INSTITUTE FOR PAN AFRICAN CULTURAL EDUCATION, THE (PACE)- Straight A's Leadership Summer Program
Imari	Paris Jefferies	Italian Home for Children
Bette	Bohlke-O'Gara	KeySteps, Inc.

Jeanne	Pinando	Madison Park Development Corp
Geoffrey	Bynoe	Manny Wilson Basketball League
Jerry	Mogul	Massachusetts Advocates for Children
Marcy	Goldstein-Gelb	Massachusetts Coalition for Occupational Safety and Health- Teens Lead at Work
Emily	Duncan	MathPOWER
Francesco	Tena	Mayors Youth Council
Charmaine	Arthur	MDOC - Freedom House
Samantha	Morton	Medical-Legal Partnership Boston
Anara	Frank	MetaMovements, LLC- Salsa in the Park
Greg	Davis	Metro Boston Alive- Educating Minds Mentorship Basketball League
Nikki	Flionis	MissionSAFE Roxbury
Jodi	Rosenbaum	More than Words
David	Bickel	Music & Youth Initiative
Odsen	Piton	Muslim Athletic League, Inc
Noemi "Mimi"	Ramos	New England United for Justice
Larry	Higginbottom	Osiris
Regina	Snowden	Partners for Youth with disabilities
Cara	Berg Powers	PRESS PASS TV- Media Leadership Institute
Jorge	Martinez	Project R.I.G.H.T., Inc.
John	Hanson	Roca
Karen	Gately	ROXBURY TENANTS OF HARVARD
Mia	Alvarado	Roxbury Youthworks
Myron	Smith	SALVATION ARMY- South End Corps
Alexandra	Oliver-Davila	Sociedad Latina
Mayra	Rodriguez-Howard	South Boston Community Health Center- Young at Arts
Stephanie	Gould-Marian	South Boston T.E.A.M.
Mel	King	South End Technology Center
Tom	Kieffer	Southern Jamaica Plain Health Center
Pat	Alvarez	SOUTHWEST BOSTON CDC- Hyde Park Green Team
Toni	Wiley	Sportsmen's Tennis & Enrichment Center
Liz	Steinhauser	St. Stephen's Youth Programs
David	Wright	Ten Point Coalition
Michele	Simos Weisman	The 7th Element
Ruby	Reyes	The City School
John	Hoffman	The Fishing Academy
Deborah	Smith-Pressley	The Garret Pressley Autism Resource Center- Successful Advocacy and Social Skills for Youth
Matt	McArthur	The Record Company
Kessen	Green	The Young People's Project
Louise	Packard	Trinity Boston Foundation
Gaby	King-Morse	uAspire
Gaby	King-Morse	uAspire Massachusetts
Said	Ahmed	UNITED SOMALI YOUTH, INC.
Mike	Durkin	United Way of Massachusetts Bay and Merrimack Valley
Vanessa	Santos	Upham's Corner Health Center

Jamie	Ullrich	Urban Improv
Charlotte	Spinkston	Urban PRIDE
Stella	McGregor	Urbano Project
Valerie	Batts	VISIONS, INC.- The Legacy Project
Sage	Marsters	Write Boston- English High
Bryan	Van Dorpe	YES (Youth Enrichment Services)
Wendy	Zinn	YMCA of Greater Boston
Will	Morales	YMCA of Greater Boston Achievers
Andrea	Baez	YMCA of Greater Boston- Dorchester
Ann-Margaret	Gutierrez	YMCA of Greater Boston- East Boston
Aaron	Donahue	YMCA of Greater Boston- Huntington Avenue
Scottie	Biggers	YMCA of Greater Boston- Menino (Hyde Park)
Patricia	Barnwell	YMCA of Greater Boston- Wang-Chinatown
Jenny	Sazama	Youth on Board
Andrea	Perry	YouthConnect
Mica	Warton	YWCA Boston
Madeleine	Steczynski	ZUMIX

Appendix E: List of Organizational and Leadership Capacity Assessment

Assessment Participant List

The following organizations completed at least one module of the Organizational and Leadership Capacity Assessment.

1. Adoption and Foster Care Mentoring
2. Artists for Humanity
3. Black Ministerial Alliance of Greater Boston
4. Boston Partners in Education
5. Boston Private Industry Council
6. Boston Youth Wrestling
7. BPHC Start Strong
8. BPHC Men's Health Crew
9. Coalition of Schools Educating Boys of Color (COSEBOC)
10. Codman Square NDC STARS
11. El Centro del Cardinal Youth HISET Program
12. Here-in Our Motives Evolve
13. MathPOWER
14. New Boston Pride Committee
15. Roxbury Youthworks
16. Sociedad Latina
17. Trinity Boston Foundation
18. Urban Pride

Assessment Modules Description

Overview

The *Organizational and Leadership Capacity Assessment* helps organizations and programs sustain their work and maintain high performance in order to increase their impact and support the larger field.

The assessment generates a results report with insights into organizational strengths and areas to consider for improving performance. The results also summarize recommended steps and resources to address the areas identified for improvement. The report is designed as a tool to discuss and prioritize the actions for organizations to take to strengthen their capacity.

The assessment has five modules, each focusing on a capacity area that is essential to continuously improve performance in leadership, sustainability, and impact:

- Financial Sustainability
- Strategy
- Leadership, Team, and Governance
- Performance Measurement and Impact
- Young Black and Latino Male (YBLM) Achievement Field Advancement

As a whole, the assessment is ideally suited for nonprofit entities, while the various individual modules will also be valuable for those in philanthropy, government, academia, schools, and faith-based institutions. It can be used by either standalone organizations or programs within larger institutions.

Module Summary and Assessment Questions

Please see below for a description the modules in the assessment.

Summary of Assessment Modules

Financial Sustainability Module

The capacity of an organization to maintain a strong financial condition and continually identify and secure recurring, reliable revenue streams. This includes maintaining basic financial stability, having a clear strategy for longer-term sustainability, and a solid process in place to execute that strategy.

Financial Stability: Organization's ability to maintain stable incoming revenue to cover expenses, and to accurately track and project its incoming and outgoing funds as part of a basic budgeting/accounting process.

Financial Sustainability Strategy: Organization's clarity on what its highest potential revenue sources are that are reliable and recurring, and its capacity to successfully pursue and secure funding from those sources on a consistent basis.

Financial Sustainability Process: Organization's capacity to prioritize and execute a step-by-step process to pursue and secure reliable, recurring revenue streams based on its financial sustainability strategy.

Communications for Sustainability: Organization's ability to articulate its work in a concise and compelling way to its highest potential revenue sources.

Strategy Module

The capacity of an organization to a) define its unique niche based on the need it is addressing and the environment in which it works, b) establish a clear plan of action with goals and steps to achieve those goals, and c) maintain the process and discipline to execute.

Need and Opportunity: Organization's capacity to clearly define the need it is addressing and its unique role within the broader landscape of efforts addressing that need.

Strategic/Business Plan: Organization's capacity to define a clear mission, vision and core values to guide its work, and to develop a comprehensive strategic/business plan that includes clear strategies and goals, action steps and financial projections to execute the work.

Implementing the Strategic/Business Plan: Organization's capacity to execute its strategic/business plan in a focused, disciplined way that meets major milestones, and drives day-to-day priorities and activities across the team and board.

Leadership, Team and Governance Module

The existing capacity of an organization's team and board to execute its work toward results, and ability to develop long-term leadership among its senior management team and board.

Leadership Development: Organization's ability to continuously nurture individual and collective leadership throughout its team.

Team Process and Culture: Organization's capacity to maintain a collaborative team working environment and processes, and to foster strong professional and personal relationships that help maximize team effectiveness.

Board Governance: Organization's capacity to maintain a strong board that effectively supports the organization's work.

Performance Measurement and Impact Module

The capacity of an organization to measure its outcomes based on the social issue(s) it is working on as well, and the ability to use data about its performance to support continuous improvement toward improving those outcomes.

Impact Model: Organization's ability to define clear intended outcomes and its series of steps, based on evidence, to work toward those outcomes.

Measurement System: Organization's capacity to prioritize and maintain a process and tools to measure, report on, learn from, and continuously improve its performance.

Evidence of Outcomes: Organization's ability to assemble evidence that demonstrates it is realizing its intended outcomes.

Young Black and Latino Male (YBLM) Achievement Field Advancement Module

The capacity of an organization to augment its activities to explicitly improve the life outcomes of young Black and Latino men and boys, and to help advance the larger field.

Young Black and Latino Male (YBLM) Achievement Lens: Organization's capacity to collect and disaggregate data about the race and gender of the individuals it serves or benefits, and to explicitly consider young Black and Latino males in terms of assessing unique barriers, planning and implementing work, and measuring outcomes in order to improve the effectiveness of its work.

Strategic Collaboration/Partnerships: Organization's ability to share its work and develop and maintain mutually beneficial partnerships in a disciplined way.

Appendix F: Focus Group Questions, List of Participants, and Cross-Cutting Themes

The focus group discussion was framed around the following four areas:

- 1) Examine major challenges facing communities of color seeking to impact positively the lives of Black and Latino young males;
- 2) Share best practices or lessons learned with each other about empowering positively young males of color;
- 3) Discuss broad policy or programmatic recommendations towards enhancing quality of life or opportunities for our young males of color;
- 4) Identify resources important for our young women of color, as we seek to enhance opportunities for young males of color.

Focus groups included the following participants:

- Abridal Forrester / Madison Park CDC
- Carrington Moore / DSNI
- Dr. Carroll Blake / Achievement Gap Office, Boston Public Schools
- Charmaine Arthur / Freedom House
- Corey Yarborough / Hispanic Black Gay Coalition
- Cornell Mills / Office of Jobs and Community Benefits
- Cynthia Orellana / Department of Higher Education
- Joel Mora / Hyde Square Task Force
- Jorge Martinez / Project Right
- Juan Evereteze / HUD Boston Regional Office; formerly Roxbury Multi-Service Corporation
- Lillie Searcy / Cooper Community Center; formerly ABCD Mattapan
- Rachel Bernard, Esq. / formerly MIRA
- Sarah Flint / Mothers for Justice
- Thaddeus Miles / MassHousing
- Wendy Foster / Big Brother, Big Sister
- Wilmer Quinones / Sociedad Latina
- Yvette Modestin / Encuentro Diaspora Afro

Cross-Cutting Themes from Focus Groups:

Perspectives shared by focus group participants have been presented earlier in this report alongside organizational survey results. Full results from focus groups are presented in this section, so that themes that were discussed and not introduced earlier in this section, as well as cross-cutting implications of previously shared topics, can be introduced.

To begin, participants were first asked to discuss major challenges facing communities of color impacting the lives of Black and Latino young males, and to share best practices or lessons learned with each other about empowering young males of color. They were then asked to propose broad policy or programmatic recommendations relevant to the challenges. In addition, they were asked to discuss resources important for young women of color, as the City seeks to enhance opportunities for young men of color.

Representatives of the participating organizations and initiatives covered various dimensions associated with improving the life chances of young Black and Latino males, including CORI involvement; community organizing and advocacy; service delivery issues; mentoring; community development; housing;

entrepreneurship; and public education. Very importantly, it was pointed out that these dimensions can be experienced differently within the broad category of Black and Latino youth when we consider the experience of Haitian-American youth; Cape Verdean youth; African American youth; Latino/a youth and Afro-Latino/a youth; and Gay, Lesbian and transgender youth.

Important themes emerged in both discussions; these themes were captured with the following phrases: *community empowerment, jobs-jobs-jobs, entrepreneurship, trauma, mentoring, cultural education, young Black and Latino males, not monolithic*; and *changing the narrative*. These themes are discussed below, but not presented in any order of priority. They were mentioned and reflected upon frequently by participants over the two focus groups. The discussion in both focus groups evolved in a way where participants highlighted the ideas and concepts that should be reflected in any proposed strategies to improve the life chances of Black and Latino males in Boston. In other words, the kinds of themes briefly described below can serve *as criteria for assessing current strategies and programs in terms of potential for impact, and limitations of impact*.

Community Empowerment

- If we don't see yourself or hear yourself you don't move
- Must be definitive and intentional
- Create a village mentality
- When we chase the dollar, something gets lost

Participants mentioned that strategies should be linked to making communities healthier and more vibrant as a context for improving the lives of young people. This context also has to include the involving of parents and grandparents in the discourse about improving life chances for Black and Latino youth, particularly males. It suggests that community-based nonprofits must create greater governance spaces for youth. This goes beyond the idea, simply, of a 'youth' seat on the board. It means exploring how a range of youth voices can become part of organizations seeking resources, implementing services, and evaluating outcomes and impacts. That the call for equity and racial justice has to be part of this conversation was iterated several times. There was some concern that gentrification can weaken even effective community-based responses to improving opportunities for Black and Latino youth.

Without a framework of community empowerment strategies and initiatives will be limited. The door will be open, also, for processes that eventually weaken the same neighborhood infrastructure that is considered vital for improving the lives of young Black and Latino males. One way this can happen is that bigger, and external organizations, and with very little roots in Boston's Black and Latino communities will have more leeway in obtaining the scarce public or foundation resources available to work with young males. Public agencies and foundations should not be the only source of funding for innovation and sustaining positive work, but participants were clear that this does not suggest that isolated 'self-help' strategies can work for a wide range of youth. A community empowerment framework can help ensure that there is some sort of 'balance' in the types of organizations involved with improving the life chances of young Black and Latino males.

Grassroots organizations have a major responsibility to begin working in a more collaborative way, and across sectors in order to build a stronger community empowerment framework for this kind of work. The building of a collaborative and empowered mindset should be divorced, furthermore, from simply the availability of foundation funding as a key tool. While foundations are important partners, these kinds of initiatives should not be solely dependent on such. A stronger community empowerment framework also means the building of political power to ensure that government is responsive to the needs of these two communities.

Jobs, Jobs, Jobs

- Create a clear path to decent jobs regardless of schooling
- Pathways to long term and legal employment
- Need exposure to jobs through internships, year up etc.

The availability of meaningful jobs that pay decent wages, and with career paths, was presented as central to any successful strategies. The supply of such jobs should not be at the mercy of private-sector interests during summer periods, as noted by one participant, but based on private-public partnerships aimed at sustaining an acceptable level of jobs for youth throughout the year. A few participants were adamant that available jobs should not all based on schooling levels, lest many young people are screened out of opportunities. Another major concern with respect to jobs is the continuing negative impact of CORIs in constraining job opportunities for young Black and Latino males.

Entrepreneurship

- Entrepreneurship is based on passion...This is what will lead to economic development for communities

Generally speaking, youth are not approached, or encouraged to behave as empowered consumers. Further, except in a few cases, strategies and programs overlook the need to train youth to engage in positive entrepreneurial activities. The latter goes beyond financial literacy for the individual, though this is important. One way to build and sustain leadership is by encouraging and supporting entrepreneurship opportunities for youth. Such opportunities could be pursued via partnerships with small businesses where youth are hired as interns or for part-time work while attending school. There are already a few initiatives which seek to engage youth as entrepreneurs. This kind of effort should be adopted by more community-based organizations.

Also, strategies should reflect youth as 'consumers' of direct services rather than simply being serviced to; why not have youth evaluate the quality of services being provided by direct services? Part of encouraging entrepreneurship is financial literacy on the individual level, but also within a context of what makes a neighborhood or community stronger, in economic terms. This is a key skill that needs to be a part of efforts to reduce the economic vulnerability of Black and Latino youth.

Trauma

- Hurt women raise hurt children
- Stop waiting to be diagnosed...trauma is a feature of the experience of young people of colors' experience
- Dealing with trauma in programs is (sometimes) shaped by funding, but is something that all programs serving kids of color must deal with must focus on the organization of the mind, not just organization of the program
- Men in our community also need services. They are hurting. Not just students but also the male teachers are dealing with the same issues as students such as lack of inclusion and stereotyping...folks are feeling powerless

Whether recognized or not, treated or not, the living situations of many Black and Latino youth and males, where they experience poverty, violence, economic distress, and/or racism generates trauma. This is a reality that should not be overlooked in the design and implementation of strategies. Yet, it was proposed,

many direct services are planned and implemented in ways that ignore the complexity of trauma (by siloing services), and ignore how trauma is linked to structural and racialized inequalities.

Mentoring

- Men in our community also need services. They are hurting. Not just students but also the male teachers are dealing with the same issues as students such as Lack of inclusion and stereotyping. We need to invest in them as well. Folks are feeling powerless.

There was continuing attention to the potential impact of mentoring –both positive and negative. Several issues were raised regarding this theme. One issue was that even Black and Latino men who wish to be mentors may not be aware of how to initiate and conduct mentoring. The suggestion that young Black and Latino men require older men for effective mentoring was challenged in that female role models could also provide positive mentoring to this group. Concern was raised about the difference between paid mentoring and “authentic mentoring” where Black and Latino males bond with younger individuals and groups as a community and cultural experience. Another concern focused on ‘negative mentoring’ where young males bond with men, slightly older, who steer them away from positive experiences – how is this to be countered via mentoring was a big question.

Mentoring can enhance leadership opportunities for young Black and Latino males, and females. But this requires that mentoring also include organizing skills and which should be widely taught in various ways through workshops and community-initiated projects. Most of such kind of learning should take place in community settings rather than the public schools. Very importantly, parents should be invited to participate in these kinds of learning spaces.

Cultural Education

- If you don't see yourself and hear yourself in curriculum you are susceptible
- Should we only be working in schools? What about grassroots organizations!

Like the discussion on mentoring, the call for cultural education was endorsed strongly in the group discussions. It was offered that a continuing obstacle to empowering young Black and Latino males is that they are not aware of their own cultural history and resources. A sense of pride in their history and their communities may promote more positive behaviors and encourage them to be more involved and agentic in strengthening their communities. Several discussants provided personal examples of the power of cultural education. While some pointed to Boston public schools as a potential space for greater cultural education, others believed that there also need to be spaces outside of public schools and in a wide range of community settings.

Young Black and Latino Males, Not Monolithic

- Issues of race get handcuffed when we try to talk about it or not talk about it. It goes underground

Participants who have worked extensively with Black and Latino youth over the years and commented on the reality of experiential and demographic differences with this broad grouping. They felt that many times the nuanced reality of Black and Latino lives is completely overlooked in both policies and strategies aimed at assisting Black and Latino youth, but also in germane public discourses. There are many commonalities among young Black and Latino males involving lack of economic resources, conditions related to continuing poverty, experiences with the education system and criminal justice system, lack of adequate and safe housing, and threats to physical and mental health. But within the

Black and Latino communities, differences exist related to ethnicity, language, immigration status, sexual orientation, health, and other characteristics should not be overlooked.

Changing the Narrative

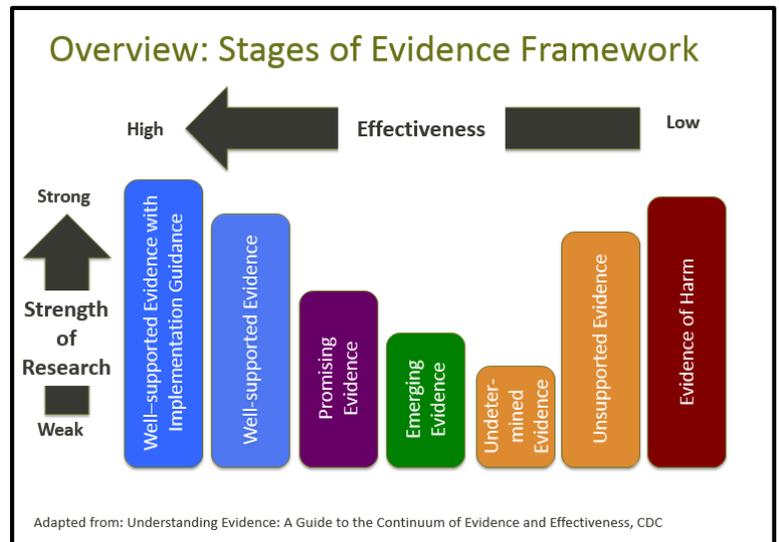
- We are at the bottom of every list that is good and at the top of every list that is bad...good things are happening – who says there are not mentors and leaders being developed
- People are doing this work. Meet people on the streets, provide services if there are seats or not, because they need to be served. What traps is assumption about what isn't happening
- There is a tendency to focus on what is wrong vs what is right
- Young people need to be engaged in this dialogue for them to speak on what services work best for them
- How do we take control of the counter narrative?

What was described as the dominant narrative regarding young Black and Latino males was described as a very big problem. Not only in Boston, but across the nation, these groups of young people are perceived (and treated...) as the deficient 'other', to wit: young Black and Latino males are trouble-makers, helpless, reject schooling, and generally have nothing positive to offer society. It was reiterated frequently that a basically ahistorical and exploitive narrative has to be challenged because it has an immediate impact not just on the lives of young people, and males in particular; it also limits the impact and sustainability of strategies and initiatives that could be helpful in improving the lives of Black and Latino youth.

Participants suggested several ways for changing a negative narrative about this group. One involves a call for data and information that is accurate and based on the experiences and voices of Black and Latino youth. Another is to enhance cultural education whereby Black and Latino youth can defend themselves conceptually as they encounter a negative narrative about their lives. And, another is for community-based organizations to highlight the contributions of youth, and the work of young individuals who are engaged in community-building activities. This means that community based organizations and nonprofits working with this population must become more aggressive and sincere in ensuring that young Black and Latino males see themselves in the positions of leadership and decision-makers.

Appendix G: Root Cause Stages of Evidence Framework for Assessing Stages of Evidence for Social Change Strategies and Interventions

The *Stages of Evidence Framework* is a guide for assessing the stage of evidence that exists for a given strategy/intervention. This framework can be used to review and interpret one or more studies (which may range from experimental to anecdotal) in order to form a point of view about how “evidence-based” the strategy/ intervention is. The framework includes two dimensions of criteria: (1) the **Effectiveness** of the strategy/intervention and (2) the **Strength of Research** that exists for the strategy/intervention. Combined, both stages result in a net **Overall** stage (see the seven bars at the right) about the evidence base.



Criteria for Determining Stage of Evidence

EFFECTIVENESS

1. **Effect:** The level of effectiveness, or degree to which the strategy/intervention works, why the intervention works or does not work, for whom it works, and in what circumstances it works. A study may demonstrate a strategy/intervention to be anywhere on the spectrum of Effective, Some Evidence of Effectiveness, Expected Effectiveness, Undetermined Effectiveness OR Ineffective, or Harmful.

STRENGTH OF Research

1. **Research Design:** The type of research study that has been conducted on the strategy/intervention to test whether it works. Types of research design may include: RCT (randomized control trials), high-quality quasi-experimental design, non-experimental design (e.g. outcomes, impact, process, or theory-based evaluations), performance measurement data, exploratory studies, etc. Evidence may also be anecdotal, coming from case studies, needs assessments, and/or expert opinion.
2. **Internal Validity:** The degree to which the effects of the intervention can be truly attributed to the intervention and how well a study controls for external factors. Three main factors affect a study's internal validity: (1) a control or comparison group, (2) multiple measurement points, and (3) gathering information on other factors that could influence outcomes.
3. **Field of Study:** The degree to which the field of study covered in the research is related to the strategy/intervention being assessed.
4. **Independent Replication:** The extent to which a program can be repeated with different participants and achieve the same results. Replications must be implemented and evaluated by researchers/practitioners that are not affiliated with the original program. They typically occur with populations that similar to the original program and therefore are not an indication of generalizability.

5. **External and Ecological Validity / Generalizability:** The extent to which the strategy/ intervention has been implemented in the real world and has been shown to work in a variety of settings and with different populations.
6. **Implementation Guidance:** The type of implementation guidance tools that exist for others to implement the model. Though this does not guarantee fidelity, guidance helps to increase the likelihood that a model will be implemented with fidelity.

Evidence Stage Descriptions

Well-Supported Evidence with Implementation Guidance

- Two or more RCTs or high quality^{xxiv} quasi-experimental studies that:
 - Show a statistically significant positive effect
 - Have a high degree of internal validity
- Program has been independently replicated and evaluated in different, real-world settings
- Comprehensive implementation guidance is available

Well-Supported Evidence

- Two or more RCTs or high quality quasi-experimental studies that:
 - Show a statistically significant positive effect
 - Have a high degree of internal validity
- Program has been independently replicated and evaluated in different, real-world settings

Promising Evidence

- Two or more quasi-experimental (not meeting “high-quality” criteria) or non-experimental design (examples include outcomes and impact evaluations)
 - Evidence shows some degree of effectiveness
 - Moderate to no internal validity
- Program has been independently replicated, but replication may not have been evaluated

Emerging Evidence

- Exploratory studies (focused on learning about a program, practice, or policy and the phenomena it addresses and derived from prior research)
- Theory-based evaluation using high-quality performance measurement data
- Performance measurement data from a single organization (must be grounded in sound Theory of Change with a plausible logic model)
- May be some program replication, without evaluation
- Low external validity

Undetermined or Unsupported Evidence

- Experimental or quasi-experimental study that:
 - Shows no effect
 - Shows mixed effect
 - Has been replicated with evaluation of replication

OR

- Anecdotal information (examples include case studies, needs assessments, expert opinion)
 - No internal validity
 - Indicates expected positive results

Evidence of Harm

- Any type of study in which the strategy/intervention is found to have harmful effects

^{xxiv} To be considered “high-quality,” a quasi-experimental study must meet the following criteria: (1) uses multiple groups (but not random assignment), (2) the comparison group and the study group are highly similar in demographics, pre-program measures of the outcome (skills/ability), geographic location, and motivation, (3) outcomes data are collected in the same way from both groups, (4) statistical methods are used to adjust for any minor pre-program differences between the groups, (5) the two groups are chosen before the program is administered.